

# Introduction

Carla Rossiter-Smith, Chief Procurement Officer  
Hernando County  
15470 Flight Path Drive  
Brooksville, FL 34604



Ingenuity, Integrity,  
and Intelligence.

RE: Barclay Avenue (CR 585) Roadway Improvements from Powell Road to Lucky Lane Design

Dear Ms. Rossiter-Smith and Selection Committee Members:

What an energizing time for Hernando County! It is experiencing booming population growth requiring meaningful, well-planned infrastructure improvements. The Barclay Avenue (CR 585) improvements are a great example of the County's commitment to provide safe, environmentally integrated, and functional transportation facilities for all roadway users as the County continues to flourish and becomes recognized as a great place to call home in west-central Florida.

The Ayres team has been involved in transportation planning and design improvements in west-central Florida and beyond for many years, collaborating with the Florida Department of Transportation, counties, and cities to design roadways that are safe, sustainable, and environmentally balanced for all users. Our planning and design work has provided our team with a strong understanding of the technical design considerations for implementing the preferred roadway configuration and connectivity, the environmental significance, economic opportunity, suburban experience, and above all the community sensitivities and aspirations.

## Why Choose Ayres?

- ◆ **A Trusted, Local Consultant:** Ayres has partnered with your west-central Florida neighbors for years to deliver transportation projects that have enhanced their quality of life. We currently hold a continuing services contract with Hernando County and have been working with you to provide our diversified services. We've been in business in Tampa since 1986, and the staff who will be leading this project are all based in the Tampa Bay area.
- ◆ **Familiar Leadership:** Our proposed project manager, Jeffrey Siewert, PE, and proposed Quality Control Lead, Hisham Sunna, PhD, PE, have an established track record of managing complex projects for similar communities with FDOT and municipal projects. Jeffrey was project manager for several very successful Pasco County projects, two of which were completed in 2022: DeCubellis Road Widening Phases II and III and US 19 Landscaping Improvements from Pinellas County to Hernando County. The Ayres team knows what it takes to see these projects come to fruition.
- ◆ **A Small-Business Culture with Large Business Resources:** At Ayres, we have the staffing required to expertly and efficiently tackle this project. In addition, we are small enough to provide personal attention, clear and direct communication, and true ownership of our work. We will endeavor to work as an extension of County staff and greatly **minimize the need for any County resources**.
- ◆ **A Versatile Team of Experts:** We have assembled an experienced team of distinct subconsultants, so that nothing is overlooked on this project. All team members have Florida offices within or near west-central Florida.

We are proud to team with:

- ◆ **Conсор** for noise analysis and abatement, roadway drainage and permitting, and temporary traffic control plans.
- ◆ **WGI** and **FLAA** for surveying/mapping, subsurface utility engineering, land acquisition services, and environmental permitting.
- ◆ **Tierra, Inc.** for geotechnical engineering.

We have met with the County, performed site reviews, researched the previous planning and design documents, and thoroughly studied the scope of work, and we believe that our team is the best choice and most well-positioned to provide the County with a safe, functional roadway with superior operational qualities for all users. We will endeavor to design a project that is special but within the technical and budgetary limits, and that is befitting the character and importance of this arterial corridor.

Thank you for considering our qualifications. We look forward to the opportunity to continue to partner with Hernando County. If you need more information, please contact any one of us.

Sincerely,  
Ayres Associates Inc.

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# 1.0 – Project Understanding

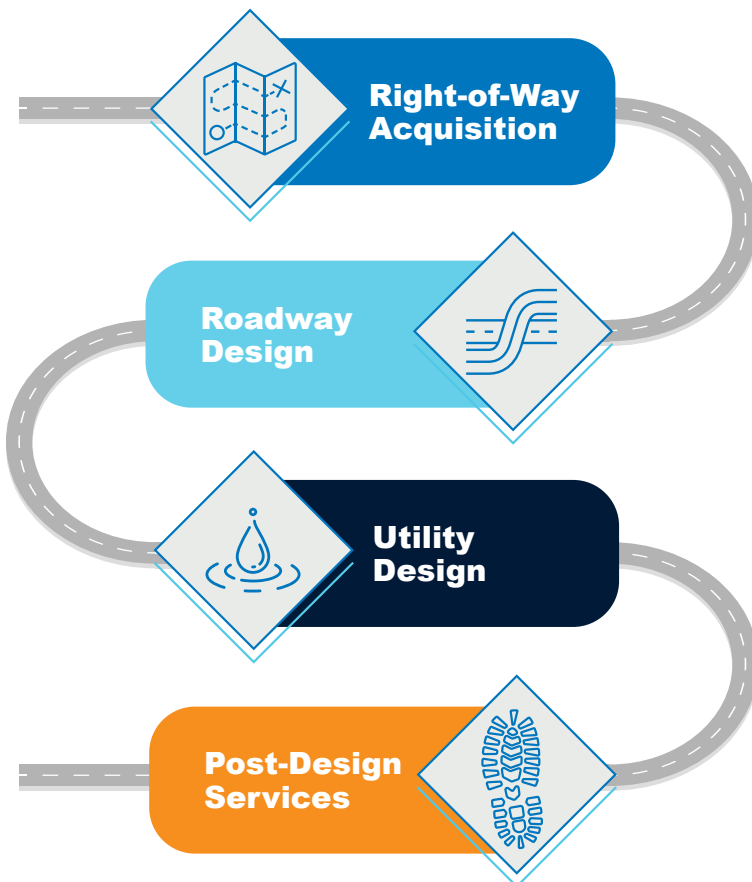
Hernando County has identified the need for improving the Barclay Avenue corridor for approximately 2.9 miles from Powell Road to Lucky Lane. The Context Classification is C3R - Suburban Residential – which establishes the basis for design for the land uses set within large blocks and sparse roadway network. The proposed improvements will consist of constructing a four-lane divided urban roadway with a 22-foot raised median, replacing the existing two-lane rural roadway section. The travel lanes are proposed to be 12-foot with curb and gutter, bike lanes, sidewalks, traffic noise abatement, driveways, stormwater inlets with drainage trunk line systems, stormwater management facilities, intersection improvements, utility improvements, utility coordination, traffic operations features (signing and pavement markings, signalization, and lighting) and maintenance of traffic. The design will connect to the completed design at Lucky Lane. Deliverables will include construction documents consisting of plans, specifications and bid items/forms, quantities, and construction cost estimates. Design surveys, right-of-way mapping, subsurface utility locates, and geotechnical investigations and reporting are also included.



Barclay Avenue looking north near Astaire Lane.

Right-of-way purchases will be required for the improvements, and areas will need to be established for each parcel along the alignment, including any utility corridors and stormwater management areas. Right-of-way acquisition services will also include identifying properties that will require eminent domain processes, preparing legal descriptions, appraisals, and negotiation with parcel owners as well as preparation of all documents needed for sale and transfer of property while coordinating with the County Attorney.

## The Core Four Your Roadmap for Project Success



Utility design services are required for these improvements and plans production for a 16-inch water main on the west side of Barclay Avenue from Lucky Lane to the southern limits including an 8-inch crossing at Silverthorn Boulevard tying into an existing 6-inch blow-off assembly. The design will follow Hernando County Utilities Department (HCUD) criteria and specifications. HCUD also requests a 10-foot corridor on the east side of Barclay Avenue for a future force main installation. All utility deliverables will follow DPW.

A public information meeting will be held as part of the design process. At the 90% stage of the design, a meeting will be planned and attended by qualified professionals to assist with providing information on the project. Graphics will be displayed indicating the roadway alignment, ponds, proposed medians, driveway accesses, sidewalks, pedestrian features, right-of-way limits, and utility improvements.

Post-design services will be an integral component of the project. Services will be required to assist Hernando County during construction and include attending meetings, providing bidding assistance, reviewing shop drawings and requests for information (RFI), developing any plan revisions, providing engineering assistance, and contract maintenance. Once the project is nearly finished, services will include reviews for substantial completion inspection, punch list preparation, final inspection, agency certifications, and record drawing development.

In summary, the County is looking for a partner to execute this project with four main areas of expertise required – right-of-way acquisition; roadway design; utility design; and post-design services.



Over the years, we've been honored to welcome some of the most talented minds in the industry to our team – and our partners benefit from their knowledge, guidance, and expertise.

## 2.0 – Qualifications and Experience

Our talented project managers build long-term relationships with clients while reliably solving problems, maximizing funds, and navigating regulations. We know that every project we complete is really about people. That's why we have assigned our best people to work with you on this important project. Our team for the Barclay Avenue (CR 585) project will be led by **Jeffrey Siewert, PE**. He is a highly respected and dynamic project manager and senior transportation engineer at Ayres with more than three decades of experience. He is known for his passionate focus on roadway design, multimodal, and safety projects. He has assisted clients with multiple project development initiatives to define project viability and safety features and has a strong track record of leading similar projects in Florida.



Clients and colleagues value Jeffrey's approachable leadership style, his ability to coordinate with multidisciplinary teams, and his commitment to supporting communities through every phase of a project. **As your project manager, Jeffrey will be your primary contact.** He will coordinate work tasks with team members and is responsible for seeing that your projects are completed to your satisfaction.

The Ayres structure allows us to use staff from various offices and disciplines on the same project. This teaming allows us to bring specific expertise to a project, lets us share technology across disciplines, and balances workload among the various operations. Resumes showing academic and professional certifications and related experience are provided on the following pages.

OUR TEAM



### AYRES' CORE FOCUS + CORE VALUES

WORKING TOGETHER,  
**Improving Lives**  
IN THE BUILT  
**Environment**

WE  
**Challenge, Support, AND Recognize**  
OUR EMPLOYEE-OWNERS

WE PROVIDE  
**Smart, Creative Solutions**

WE WORK WITH  
**Clients As Partners**

WE CONDUCT  
**Business**  
WITH  
**Integrity**

WE HAVE  
**Commitment**  
TO  
**Community**

# Organizational Chart





## Jeffrey Siewert, PE

### Project Manager

Jeffrey is a senior project manager in Ayres' southeast transportation group. He provides over 37 years of experience on Florida transportation and civil engineering projects. Jeff's project management and design experience includes extensive Florida Department of Transportation interchange, interstate/expressway, and multimodal/complete streets projects. His municipal project experience includes roadway, sidewalk, trail, stormwater, and streetscape design. He has managed master planning initiatives promoting pedestrian-focused transportation and community regrowth. His expertise includes wetland issues and environmental permitting. Jeff has overseen community development districts in the role of district engineer.

### Select Experience

**Pasco County DeCubellis Road Widening and Intersection Improvements:** Project manager. Project involves design of the four-lane full DeCubellis Road roadway corridor for approximately 3.3 miles from Little Road to Town Center Road. Other improvements will include a multiuse trail, signalization and component upgrades, and intersection improvements at DeCubellis Road and Starkey Boulevard, Tanglewood Drive, River Ridge Boulevard, and Town Center Road. Analyses of intersections were carried out to determine if improvements along Starkey Boulevard are warranted in order to ensure functional operation. Intersection improvements are being designed to accommodate future traffic volumes with lanes allowing for right turns, left turns, and through movements for all approaches for the year 2045, and an intersection control evaluation (ICE)/route study was performed to determine optimal intersection operational configurations. Ayres is also designing a new 600-foot-long, two-lane southbound bridge with shoulders and a walkway, which will run parallel to the existing Starkey Boulevard bridge over the Pithlachascotee River. Ayres also provided subsurface utility engineering services to Frontier Communications to prepare for the utilities relocation along the corridor. Subsequent amendments have been approved based on public feedback, and additional work will include extending the four-lane widening along Starkey Boulevard to Alico Pass; safety improvements along the Starkey Boulevard two-lane roadway segment to provide vehicle refuge along the southbound shoulder; a noise analysis and abatement study to assess impacts of the roadway widening along the corridor to adjacent residential communities; a complete project lighting analysis and design for the widened roadway segments; and roadway and roundabout landscaping. The project's estimated construction cost is \$54 million.

**City of Tampa East Columbus Drive from North Nebraska Avenue (SR 45) to 14th Street (Tampa Walk-Bike LAP Project):** Project manager. Project involved providing engineering services for the City of Tampa through the Florida Department of Transportation Local Agency Program-funded walk-bike projects. It is part of the City of Tampa's InVision Center City Plan, which proposes road repurposing to provide safe, walkable, and bikeable neighborhood connectivity. The project supports the neighborhoods of Tampa's Center City and Ybor City in providing a more attractive address for residential and commercial investment, by enhancing livable transportation in an underserved community. Ayres provided the design for a reconfiguration of the 0.4-mile segment of Columbus Drive, which is an existing two-lane undivided arterial roadway. This segment is the gateway to the historic Ybor City. The reconfiguration provides on-street parking on both sides of the roadway along with the addition of multiple "bulb outs" to accommodate shorter pedestrian crossings, aesthetic pavers, and street trees. Share-the-road pavement markings, wider sidewalks (8-foot), and several rectangular rapid flashing beacons (RRFBs) at the bulb-out locations are included to enhance safety for bicyclists and pedestrians. A key feature of the project is the use of specially designed tree wells that use filtered stormwater for irrigation while maintaining the existing stormwater trunk line systems. Services included public involvement, surveying, subsurface utilities engineering, traffic and safety analysis, roadway and drainage design, utilities coordination, environmental permitting, miscellaneous structures, signing and pavement markings, signalization, lighting analysis, landscaping, cost estimating, and specifications. Ayres also provided construction assistance, plan revisions, shop drawing reviews, and bid assistance.

#### Total Experience

37 Years

#### Registrations

Registered Professional Engineer,  
FL (#39196)

#### Education

MS, Civil Engineering, Tulane  
University

MS, Petroleum Engineering, Tulane  
University

BS, Civil Engineering, University of  
Miami

#### Memberships

American Society of Highway  
Engineers

Florida Engineering Society

**City of Tampa 46th Street from SR 580 (Busch Boulevard) to SR 582 (Fowler Avenue) (Tampa Walk-Bike LAP Project):**

Project manager. The project was developed as part of the City of Tampa Walk-Bike Plan Phase 1 – Final Report for the Metropolitan Planning Organization (MPO) for Transportation and the City. The project provides sidewalk connectivity, new multi-use path and share-the-road pavement markings and intersection and travel lane improvements along 46th Street from Busch Boulevard to Fowler Avenue. A key project feature is the mini-roundabout proposed for the intersection of 46th Street and Linebaugh Avenue. The intersection has a history of numerous crashes, with occurrences far exceeding any other intersection along the 46th Street corridor. The mini-roundabout was designed to fit within the existing right-of-way and will significantly improve vehicle safety, lower speeds, and provide for safe pedestrian crossings. Other key features include rectangular rapid flashing beacons (RRFBs) proposed in strategic locations along the 46th Street alignment to allow for safe pedestrian passage: Eva Street, Temple Heights Road, 98th Avenue, Whiteway Drive, and adjacent to The Retreat Apartments. Once these RRFBs begin flashing, motorists will begin to slow to a complete stop and allow pedestrians to safely cross 46th Street.

**Pasco County Jasmine Boulevard from US 19 to Little Road (CR 1) Multi-Use Path (FDOT LAP Project):**

Project manager. Project, assigned under continuing services contract, involves design and permitting of an 8- to 10-foot multiuse path along Jasmine Boulevard from US 19 to Little Road (CR 1) for approximately 2.2 miles. Services include utility coordination, drainage analysis, Southwest Florida Water Management District (SWFWMD) permit exemption application, subsurface utility engineering, public involvement, and post-design services. This is a LAP project with FDOT District 7 requiring close coordination regarding design and concurrence with federal funding requirements. The public outreach was significant due to the residential area and the access requirements for numerous driveways and side streets. The design includes eight raised crosswalks along the alignment to provide enhanced mobility and traffic calming elements.

**City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North:**

Project manager. Project involves design and post-design services for pedestrian trail along north side of 118th Avenue from Belcher Road to 62nd Street North. Work includes design of trail; topographic survey; utility coordination; subsurface utility exploration (SUE); pavement, roadway, and drainage design; signing and pavement marking; pedestrian bridge; archaeological, cultural and historical resources assessments; traffic control plans; construction plans development; and bid documents preparation. Project is part of FDOT's Local Agency Program (LAP) and requires coordination with FDOT District 7 for reviews and approvals. Public involvement is key component to receive local input for design considerations. Project is funded by a grant received from the Federal Transportation Alternatives Program through Forward Pinellas.

**Sarasota County Knight's Trail Road Utility Improvements:**

Transportation engineer. This project involved designing, permitting, and overseeing the construction of utility relocations along Knight's Trail Road. The project limits are between Laurel Road and the proposed Regional Fire Training Academy for a length of over 12,000 LF. The intent was to provide a 16-inch potable water transmission main, an 8-inch sanitary force main, and two 2-inch

communications conduits. The transmission main will serve as an integral component of the County's potable water system east of I-75. All other Sarasota County facilities within the project corridor were relocated or adjusted as needed to resolve conflicts and provide County maintenance access. Ayres was responsible for verifying the location of existing horizontal and vertical utilities. Our team also assisted with permitting, including Florida Department of Environmental Protection (DEP), Florida Department of Health (DOH), Sarasota County Utilities Department, and an exemption from the Southwest Florida Water Management District (SWFWMD). The team attended meetings as needed with County project management, the CMAR, the utility design group, as well as operation and maintenance personnel. Construction was completed in summer of 2025.

**City of Tampa Spruce Street Ditch Enclosure Concept Study:**

Project manager. Ayres performed a comprehensive study and evaluation services for Spruce Street and an adjacent drainage facility consisting of a large open ditch and multiple side drain structures. The area surrounding Spruce Street had experienced – and is still experiencing – extensive redevelopment of commercial, restaurant, and residential facilities and a drastic change in land use and surrounding cultural activity. The concept developed by Ayres was to use low-impact design elements for enclosing the ditch while maintaining the flow and treatment requirements. The newly available area would then support a linear park and trail that would accommodate the high demand for new residents to walk and recreate in their neighborhood.

**City of St. Petersburg Miscellaneous Professional Services for Transportation and Bridge Improvement Projects:**

Transportation engineer. Ayres was selected for this continuing services contract in 2020. Multiple task orders have been assigned, including: Non-Qualifying Initial Pedestrian Bridge Inspection Services FY25; Demens Landing SE Bridge No. 157159; 58th Street North at Burlington Avenue over Bear Creek Bridge Technical Memorandum; Roser Park Pedestrian Bridge Improvement; City ROW Asset Survey; Mast Arm Replacement at 16th Street South and 9th Avenue South; Coquina Key Bridges Rehabilitation Plans - Bridge Nos. 157196 and 157197; 16th Avenue North between 4th Street and 5th Street - Minor Storm Drainage Improvements; Cement Silo Foundation Design and Construction Plans; Non-Qualifying Bridge Inspection Services FY23; 2nd Street North Bridge Rehabilitation - Bridge No. 157179; Grand Central District Streetlight Improvements; Citywide Seawall Inspection, Renovation and Replacement FY21.

**Pasco County Extension of Asbel Road from US 41 to Pasco County Utilities Driveway:**

Responsible for project management and roadway design. Project involves providing roadway design, drainage design, and permitting services for the extension of Asbel Road from US 41 to Central Boulevard in Land O' Lakes. Provided direct design and oversight for design of improvements, which included new alignment of four-lane divided typical section roadway to be constructed in phases with initial phase being two-lane section, pavement design, drainage improvements consisting of closed system with inlets and stormwater piping with discharge to stormwater wet pond, utility coordination and subsurface utility engineering (SUE) to secure project area, signing and marking, and MOT.



## Mohamad-Waleed Gebarin, PE

### Deputy Project Manager/Senior Transportation Engineer

Mohamad is a senior transportation engineer with a decade of roadway design, production, and project management experience. He has a strong focus on effective communication and team management. Mohamad excels at building lasting relationships with clients and mentoring junior staff to foster their professional growth. He thrives in collaborative environments, where he believes teamwork is essential to delivering high-quality deliverables that exceed client expectations. Mohamad has a wide range of experience working for FDOT, counties, and cities. He specializes in roundabout designs, honed under the mentorship of a nationwide expert. Mohamad is also an expert in MicroStation OpenRoads Designer production and 3-D modeling. He serves on the board for the American Society of Highway Engineers (ASHE), and won the 2019 Young Engineer of the Year (YEOY) and 2023 Steven J. Tidwell President's Award.

#### Total Experience

10 Years

#### Registrations

Registered Professional Engineer, FL (#88994)

#### Education

BS, Civil Engineering, University of South Florida

#### Select Experience

- Pasco County DeCubellis Road and Starkey Boulevard Widening and Intersection Improvements, Phase II and III
- City of Tampa East Columbus Drive from North Nebraska Avenue (SR 45) to 14th Street (Tampa Walk-Bike LAP Project)
- City of Tampa 46th Street from SR 580 (Busch Boulevard) to SR 582 (Fowler Avenue) (Tampa Walk-Bike LAP Project)
- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Lee County Buckingham Road and Gunnery Road Roundabout (FDOT District 1 LAP Project)
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing



## Hisham Sunna, PhD, PE

### Quality Assurance/Quality Control / Senior Structural Engineer

Hisham joined Ayres in 1996 and has more than three decades of experience in the consulting industry. Hisham is manager of Ayres' transportation and structural engineering groups in Florida, serves as a chief engineer, provides project management and work oversight, and performs quality reviews. He is considered an expert in the stability analysis of bridges impacted by scour, having been involved in the scour evaluation program for the past 26 years and having contributed to analysis methodology for both known and unknown foundation bridges. Hisham is one of the industry leaders in the effort to recognize the importance and effect of bridge substructure strength on bridge load ratings and foundation reuse. He is a member of the Transportation Research Board's Standing Committee on Concrete Bridges and Structures. He is also experienced in the preparation and review of scour countermeasure plans.

#### Total Experience

32 Years

#### Registrations

Registered Professional Engineer, FL (#52114), GA, MS, AL, NC, MI, LA, WI

#### Education

PhD, Structural Eng., Univ. of Alabama; MS, Structural Eng., Yarmouk Univ., Jordan; BS, Civil Eng., Univ. of Jordan-Amman

#### Select Experience

- Osceola County Continuing Engineering and Inspection Services
- Seminole County Master Agreement for Structural Engineering Consultant Services
- Hillsborough County Bridge Asset Management
- Pasco County, County Line Road Sidewalk Improvements (Northwood Palms Road to Big Creek Drive) and Bridge Widening Design and Permitting
- Pasco County Suncoast Trail Bicycle/Pedestrian Overpass at SR 54 Planning Study
- City of Crystal River King's Bay River Walk
- Hillsborough County Bridge Asset Management
- FDOT Structural and Bridge Scour Analysis (Districts 1, 2, 5, 6, 7)



## Kevin Kuhlow, PE

### Innovative Intersections/Roundabouts/Traffic Studies

Kevin works to make sure our transportation design projects effectively address safety and traffic operation needs through traffic modeling, skillful design of signalized and roundabout intersections, and optimized signal timing. Kevin is a seasoned project manager and roundabout designer with over two decades of transportation design and project management experience. Kevin is a leading U.S. roundabout designer who has focused on roundabouts for the past two decades, including feasibility studies, operational analysis, design, review, construction observation assistance, and training. Kevin has worked throughout the nation and seen over 200 roundabouts through construction, ranging from mini-roundabouts to complex three-lane interchange roundabouts.

#### Total Experience

30 Years

#### Registrations

Registered Professional Engineer,  
FL (#78379), WI, IL, MN

#### Education

BS, Civil Engineering, University of  
Wisconsin-Madison

#### Select Experience

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- Pinellas County Belcher Road (CR 501) at Gulf to Bay (SR 60) PD&E Re-evaluation, Innovative Intersection Design, and Public Workshop Visualizations
- City of Tampa 46th Street from SR 580 (Busch Boulevard) to SR 582 (Fowler Avenue) (Tampa Walk-Bike LAP Project)
- Lee County Buckingham Road and Gunnery Road Roundabout
- FDOT District 7 SR 60 Resurfacing/Rigid Pavement Reconstruction (West of SR 39 to West of Clarence Gordon Jr. Road)
- City of Tampa Doyle Carlton Drive and Laurel Street Roundabout Design
- City of Tampa Roundabout Design Reviews
- City of Tampa Bermuda Boulevard Concept Assessment
- Pasco County Extension of Asbel Road from US 41 to Pasco County Utilities Driveway



## Alexander Cowan, PE, PTOE

### Senior Traffic Engineer

Alex joined Ayres in 2007 and has led a wide range of traffic engineering projects. He takes pride in completing comprehensive traffic studies while also communicating traffic operations in a manner that can be easily understood by the public and project stakeholders. He has performed studies for intersections, corridors, interchanges, and freeways in a mix of urban and rural settings. In addition, Alex has led efforts in traffic counting, transportation management plans, signal warrant studies, traffic signal design, and traffic operations analysis for signalized and roundabout intersections. His work in crash and safety analysis includes predictive analysis using crash modification factors and the Interactive Highway Safety Design Model. His background in traffic analysis software and evaluation of performance measures includes programs such as Highway Capacity Software, Synchro, SimTraffic, and Sidra. He has performed complex microsimulation modeling using Paramics and Vissim software.

#### Total Experience

17 Years

#### Registrations

Registered Professional Engineer,  
FL (#94905), WI, CO, MN;  
Professional Traffic Operations  
Engineer

#### Education

BS, Civil Engineering, University of  
Wisconsin-Milwaukee

#### Select Experience

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- Pinellas County Belcher Road (CR 501) at Gulf to Bay (SR 60) PD&E Re-evaluation, Innovative Intersection Design, and Public Workshop Visualizations
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing
- Polk County Citizen's Collection Center, Conceptual Design and Traffic Design Layout
- City of Tampa, Tampa Palms Boulevard from Ebensburg Drive to Bruce B. Downs Boulevard Complete Streets
- FDOT District 2 Lane Repurposing



**Matthew Ivie, PE**  
**Senior Civil Engineer**

Matthew is highly experienced in utility relocations; potable water, wastewater, and pumping station facilities design; regulatory permitting; drainage and stormwater design; and plan preparation. He has served as a project manager, project engineer, designer, and inspector. As a project manager in Ayres' municipal engineering and CEI group, his design work includes sewer and water mains, roadways, and soft utilities. Matthew is Advanced MOT certified and an active member of the ACEC-FL Water Resources Committee and the Florida Utilities Coordinating Committee (FUCC).

**Select Experience**

- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Lee County Buckingham Road and Gunnery Road Roundabout
- Pinellas County Beach Access Assessments and Repairs
- Polk County Citizen's Collection Center, Conceptual Design and Traffic Design Layout
- City of Tampa, Tampa Palms Boulevard from Ebersburg Drive to Bruce B. Downs Boulevard Complete Streets
- Sarasota County Knight's Trail Road Utility Improvements
- City of St. Cloud Hopkins Park Concept Master Plan
- Hillsborough County Simmons Loop to US 301 Transmission Main
- Hillsborough County US 41 to Covington Garden Drive Transmission Main
- Hillsborough County Williams Road Force Main Extension (Williams Road Repump to Sligh Avenue)
- Hillsborough County SR 60 Utility Relocation Design and CEI

**Total Experience**

17 Years

**Registrations**

Registered Professional Engineer,  
 FL, Civil - Water Resources  
 (#86205)

**Education**

BS, Engineering, Georgia Institute  
 of Technology



**Tom Ward, PE**  
**Senior Drainage Engineer**

Tom has 46 years of extensive experience in the consulting engineering industry with more than 35 years of FDOT drainage design. He has directed drainage design teams to provide support services for numerous roadway design projects. As a Drainage Engineer of Record, Tom has been responsible for numerous drainage roadway projects. He has provided concise and comprehensive direction to staff with guidance and mentoring during the design of stormwater management systems, bridge hydraulics reports and scour evaluations, cross drains, floodplain analysis, and storm drain systems. Tom has comprehensive knowledge of the FDOT Drainage Manual and FDOT Drainage Handbooks.

**Select Experience**

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Lee County Buckingham Road and Gunnery Road Roundabout
- Pasco County Kitten Trail (Hicks Road to Giddyup Lane) Sidewalk Design
- Pasco County Jasmine Boulevard from US 19 to Little Road (CR 1) (FDOT LAP Project)
- City of St. Petersburg Miscellaneous Professional Services for Transportation and Bridge Improvement Projects
- FDOT District 2 SR 26 over Hatchet Creek Bridge Design Services
- Hillsborough County Bridge Asset Management
- Hillsborough County Boyette Road over Fish Hawk Creek Branch Culvert Replacement

**Total Experience**

46 Years

**Registrations**

Registered Professional Engineer,  
 FL (#52144)

**Education**

BS, Civil Engineering, University of  
 South Florida



## Tommy Raad, PE

### Transportation Engineer

Tommy joined Ayres in 2025, bringing a decade of roadway engineering experience to the transportation engineering group. Tommy's experience includes conventional resurfacing/restoration/rehabilitation (RRR) and major urban and rural reconstruction projects, including bicycle and pedestrian facilities. He has also designed non-motorized facilities, developed 2D and 3D corridor models, and has worked with clients to create and streamline technical reports, specifications, and project schedules. At Ayres, he contributes to urban and rural roadway design, drainage design, traffic maintenance plans, cost estimates, and the preparation of comprehensive plans, specifications, and estimates packages.

#### Total Experience

9 Years

#### Registrations

Registered Professional Engineer,  
FL (#92059)

#### Education

BS, Road and Transportation  
Engineering, Al-Mustansiriyah  
University Council

#### Select Experience

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- Pinellas County Beach Access Assessments and Repairs
- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Pasco County Kitten Trail (Hicks Road to Giddyup Lane) Sidewalk Design
- Pasco County Fort King Road from Hester Road to Coleman Avenue and from Morningside Drive to Pasco High School Main Entrance Sidewalk
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing



## Brian Lambert, PE

### Transportation Engineer/Lighting

Brian's responsibilities include management and design of civil-site and municipal projects; preparing plans, specifications, and bidding documents; preparing permit applications and stormwater management plans; and performing construction observation. He crafts schedules and budgets, develops civil engineering models, prepares cost estimates, and works with clients, regulatory agencies, and construction contractors. Brian has experience in county, state, and interstate highway design and construction observation. He has designed pedestrian and multiple-use trail systems in northern Wisconsin and Minnesota. Brian works with design software, including Civil 3D, HydroCAD, StormCAD, WaterCAD, Visual 3D Lighting, and MicroStation.

#### Total Experience

21 Years

#### Registrations

Registered Professional Engineer,  
WI, MN

#### Education

BS, Civil Engineering, University of  
Wisconsin-Platteville

#### Select Experience

- Lee County Buckingham Road and Gunnery Road Roundabout
- Pasco County US 19 Landscape Beautification
- Pinellas County, Duke Energy Trail Extension Phase 1
- City of St. Petersburg Miscellaneous Professional Services for Transportation and Bridge Improvement Projects – TSMA Evaluation
- FDOT District 7 SR 60 Resurfacing/Rigid Pavement Reconstruction (West of SR 39 to West of Clarence Gordon Jr. Road):
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing (RRR)



## Ryan Sullivan, EIT

### Transportation Engineering Staff/Lighting

Ryan joined Ayres in September 2024, bringing over a decade of experience on various transportation and civil projects. His experience includes designing complete plan sets and preparing cost estimates and specifications for state and municipal projects. He has also worked closely with contractors throughout construction and has performed field inspections on various roadway elements. Other experience includes supporting transportation/civil staff with planning, traffic improvements, traffic management, drainage, civil/site design, lighting, and structural design. Ryan also has experience with municipal water and sewer operations, having produced maps, documents, spreadsheets, and work orders for water/wastewater repairs and maintenance. He has also inspected catch basins, water mains, manholes, and hydrants for damage/maintenance. Ryan is proficient in AutoCAD Civil 3D, AutoTURN, M-Color, and SignCAD.

#### Total Experience

12 Years

#### Registrations

Engineer-in-Training, NH (#06693)

#### Education

BS, Civil Engineering Technology,  
Wentworth Institute of Technology

#### Select Experience

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Pasco County Jasmine Boulevard from US 19 to Little Road (CR 1) Multi-Use Path
- Pasco County Kitten Trail (Hicks Road to Giddyup Lane) Sidewalk Design
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing
- City of St. Petersburg Miscellaneous Professional Services for Transportation and Bridge Improvement Projects



## Maria Baucom

### Utility Coordinator/Senior Designer/Permitting

Maria has more than 30 years of experience, which includes 16 years of utility coordination expertise with county and Florida Department of Transportation (FDOT) projects. Her duties include scheduling utility meetings at all phases of design; identifying and resolving conflicts; maintaining communication and establishing working relationships with the Department/county/utility agency owners; preparing utility plans for construction; and completing utility work schedules. Maria attends the monthly Utility User Groups locally and is the Ayres liaison to Greater Tampa User Group, Pasco Hernando Utility User Group, and Pinellas County Utility User Group; she is also the District 7 Utility Liaison Committee Treasurer. She maintains an associate membership of the Sunshine State One Call of Florida. Maria was named FDOT District 7 Verne Brown Memorial Liaison Person of the Year 2022 for Outstanding Service and Utility Coordination.

#### Total Experience

30 Years

#### Certifications/Training

Florida Utilities Coordinating Committee Certifications: Utility Coordination, Design, Regulations and Agreements, and Construction Management; Training: FDOT Specifications Package Preparation Training

#### Select Experience

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Pasco County Kitten Trail (Hicks Road to Giddyup Lane) Sidewalk Design
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing
- City of St. Petersburg Miscellaneous Professional Services for Transportation and Bridge Improvement Projects
- City of Tampa, Tampa Palms Boulevard from Ebensburg Drive to Bruce B. Downs Boulevard Complete Streets



## Brian Glaszcz, PSM

### Surveying/Mapping Lead

Brian is a manager and project manager with 17 years of survey experience. Brian respects his clients' time by processing information quickly and providing practical and cost-effective solutions. His day-to-day responsibilities at Ayres blend a background of fieldwork and project management in civil design, commercial development, utility mapping and maintenance, and terrestrial scanning. He oversees a group of 17 and manages a range of projects large and small.

#### Select Experience

- Hernando County Waterfall Drive, Spring Hill Drive to County Line Survey
- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- Pinellas County Beach Access Assessments and Repairs
- City of Tampa Doyle Carlton Drive and Laurel Street Roundabout Design
- City of Pinellas Park 118th Avenue Trail, Belcher Road to 62nd Street North
- Sarasota County Knight's Trail Road Utility Improvements
- ProSource LS 57 1A Redesign (TOHO Water Authority), Osceola County, FL
- Hillsborough County Williams Road Force Main Extension (Williams Repump to Sligh Avenue)
- Pasco County Seven Springs Boulevard and Mitchell Boulevard Signal Improvements
- FDOT District 7 US 92/SR 600 from Eureka Springs Road to Thonotosassa Road Restoration, Rehabilitation, Resurfacing

#### Total Experience

17 Years

#### Registrations

Professional Surveyor and Mapper, FL (#LS7496)

#### Education

AAS, Civil Eng. Technology, Milwaukee Area Tech College; BS, Industrial Technology, Univ. of North Dakota



## James Brewer, CBI

### Post-Design Services

James joined Ayres in 2018 as a construction engineering and inspection (CEI) field representative. He brings experience in compliance inspections on major civil and utility construction projects. His duties have included reviewing construction drawings, tracking materials and quantities, and resolving conflicts in the field. He also has performed underwater inspection of bridges.

#### Select Experience

- Pasco County DeCubellis Road Widening and Intersection Improvements, Phase II and III
- City of Tampa 46th Street from SR 580 (Busch Boulevard) to SR 582 (Fowler Avenue) (Tampa Walk-Bike LAP Project)
- City of Crystal River King's Bay River Walk Permitting, Grant Support, and Construction Services
- Pinellas County Beach Access Assessments and Repairs
- Hillsborough County Professional Design Services for Big Bend Road Utility Relocation
- Hillsborough County Williams Road Force Main Extension (Williams Road Repump to Sligh Avenue)
- Hillsborough County CEI for 19th Avenue Water/Wastewater/Reclaimed Water
- Sarasota County Knight's Trail Road Utility Improvements
- US 301 Utility Relocations (SR 674 to Balm Rd) CEI Services
- University of South Florida Lift Station No. 3

#### Total Experience

40 Years

#### Certifications

Certified Bridge Inspector (#649), FL; Qualified Stormwater Management Inspector (#27670), FDEP

#### Education

High School

# Subconsultants

Many teams can do the work – what makes the difference is the people who you want to work with. We have assembled a powerhouse team eager to deliver exceptional design plans for this important multidisciplinary project along Barclay Avenue. We have already met several times, collaborating in person and virtually, to assemble this proposal with the best expertise each firm has to offer. **This teamwork from day one sets the stage for a seamless transition into the project should we be selected.**

## Your Goals



## Our Team



Consor is an award-winning infrastructure firm focused on going above, below, and beyond the surface to move people and communities forward. As a cross-functional team with a presence across North America and a complementary suite of services, we're united by a commitment to delivering future-ready water and transportation infrastructure. People choose Consor because they know they will get a better experience – and be better for the experience – whether they're a teammate, a client, or a partner. Consor's transportation and water infrastructure consulting services include planning, engineering design, structural assessment, and construction services. Their dedicated team excels in a wide range of disciplines, including task-based contracts, transportation and drainage design, stormwater mitigation, traffic management, signal systems, lighting solutions, ADA design, environmental permitting, PD&E studies, planning, structural assessment, and construction engineering and inspection (CEI) services.



**Florida Acquisition & Appraisal, Inc. (FLAA)** is a prequalified, full-service right-of-way firm providing turnkey services to government, quasi-government, and private clients in Florida and North Carolina. FLAA has been providing these consulting services since 1995, focusing on: Public sector land acquisition; relocation assistance; appraisal & appraisal review; right-of-way cost estimating; property management; condemnation lawsuit styling and preparation; title search & closing services; surplus property disposition; asbestos abatement contracting and management; and demolition contracting. FLAA is a certified Small Business in Hillsborough County, Pinellas County, the City of Tampa, Port Tampa Bay, and under FDOT's Business Development Initiative. During its 30-year history, FLAA has participated in some of the largest acquisition projects in the country. In Florida, FLAA maintains offices in Tampa, Lakeland, and Tallahassee with more than 35 full and part-time agents and staff disbursed and working for most FDOT districts, counties, municipalities, and utilities throughout the state from the Panhandle to Miami.



**Tierra, Inc.**, is a full-service consulting geotechnical, environmental and construction materials testing engineering firm committed to providing quality, responsive service, establishing a reputation for sound approaches and professional competence in a wide range of technically demanding areas. Tierra, Inc., began operations in Florida in May 1992 and has offices in Tampa, Winter Garden, and Pensacola. Tierra's staff of nearly 200 professionals includes principal engineers and technicians certified through CTQP, ACI, and state programs with five to more than 35 years of experience in contamination assessments, geotechnical, construction, laboratory, and field materials testing and inspection services. Tierra features doctoral and master's degree level educational background among their more than 30 registered PEs on staff. Tierra has served as geotechnical and environmental engineering consultants to a large variety of public and private clients including architects, engineers, contractors, developers, utilities, institutions, schools, military, municipalities, and private enterprise covering commercial and residential entities. Tierra's collective project experience is broad, covering water and wastewater facilities; highways and bridges including urban and rural roadways; port and airport construction including pavement design of municipal airports, buildings, communication towers, dams, and levees; sinkhole remediation, ground improvement projects; landfills; slope stability analyses; and distressed structure/foundation studies. Tierra's typical geotechnical services have included drilling, field sampling, piezometers and monitoring well installations, laboratory testing, engineering analysis, and reporting. Tierra uses MicroStation and AutoCAD for site maps and roadway drawing plan sheets, which are fully integrated with GPS and GIS mapping for self locating field borings and sample locations.



**WGI** is a national design firm in public and private infrastructure markets, founded in South Florida in 1972. Initially serving private clients, WGI expanded into the public sector, offering diverse disciplinary services. With nearly 550 professionals across 23 offices, they deliver cutting-edge solutions, living up to their trademark: Tomorrow's Infrastructure Solutions, Today. Their team blends experienced industry veterans with innovative young professionals, enhancing their strategic market leadership. WGI is focused on autonomy, smart and connected cities, resiliency, and sustainability. Recognized for exceptional service, they continue a tradition of engagement, passion, and creativity. Dedicated to the development and economic prosperity of local communities, WGI partners with private clients, public agencies, and municipalities. They uphold our professional commitments and encourage associates to support nonprofits and professional organizations through leadership and volunteerism.



## ERIK LESCHAK, PE | *Roadway/TCP*

Erik specializes in roadway, utility, traffic, and transportation projects. His experience includes managing simple and complex roadway design projects; coordinating multiple design disciplines during the overall design process, such as structures, signals, signing and pavement marking, and utilities; and providing quality assurance/quality control for projects. Erik's project experience includes interstates, roadway widening, reconstruction, milling and resurfacing of county and city roadways, design-build, maintenance of traffic design, and safety improvements. He recently served as project manager and engineer-of-record for two diverging diamond interchanges (DDIs) in District One. Erik is advanced maintenance-of-traffic-certified and trained in LRE/AASHTOWARE.

### EXPERIENCE

27 years

### EDUCATION

BS, Civil Engineering,  
University of South Florida

### REGISTRATION

Professional Engineer  
FL 63874

### COURSES

- FDOT Advanced MOT
- FDOT Consultant Specification Package Preparation Training
- FDOT Long Range Estimates Training

### SOFTWARE

- AutoTURN
- GuideSIGN
- LRE/AASHTOWARE
- OpenRoads Designer

### KEY PROJECT EXPERIENCE

#### **ANDERSON SNOW ROAD AND CORPORATE BOULEVARD IMPROVEMENTS;**

***Hernando County, FL; Project Engineer.*** The purpose of this project is to improve the intersection of Anderson Snow Road and Corporate Boulevard. The proposed improvements are to widen and provide turn lanes on Anderson Snow Road, as well as provide drainage improvements along the roadway including the addition of a drainage retention area. Also proposed as part of the project are traffic, signal, signing, lighting, sidewalk, curb, pavement marking, and utility design for any Hernando County owned utility impacted by the improvements. The proposed signal improvement consists of a new four-span signal layout.

**MCINTYRE ROAD (MONDON HILL ROAD TO CROOM ROAD); *Hernando County, FL; Project Engineer.*** This project involved improvements to McIntyre Road from Mondon Hill Road to Croom Road in northern Hernando County. This project's design will improve the horizontal and vertical geometry along McIntyre Road while maintaining the two-lane rural road typical section. Consor's design team is developing the roadway, drainage and traffic control plans and will do environmental permitting with the Southwest Florida Water Management District for the four stormwater management facilities within the project limits.

**FLORIDA WATER SERVICES (SPRING HILL DRIVE AT MARINER BOULEVARD) INTERSECTION IMPROVEMENTS; *Hernando County, FL; Designer.*** Erik was responsible for assisting with plans production and quantities for this project. Consor developed roadway and drainage construction plans for a 3.4-mile stretch along Spring Hill Drive. Improvements called for the expansion of a two- to five-lane roadway with closed drainage system. The major issue was to minimize conflicts with other utility facilities especially the main gas line and proposed storm sewer. Consor produced signing and pavement markings, signalization, drainage, and traffic control plans.

**MARINER BOULEVARD (SOUTH OF ELGIN TO AUGUSTINE DRIVE); *Hernando County, FL; Designer.*** Erik was responsible for CADD production for preparation of roadway, signing and pavement marking, and signal plans for Mariner Boulevard from Augustine Road to Elgin Boulevard, a distance of approximately 1.2 miles. Consor designed the two adjoining sections from Spring Hill Drive to Augustine and from Elgin to SR 50. The typical section and scope of services is the same as the adjacent sections that were previously constructed with the major difference being the increase in the amount of traffic and the effects it may have on the maintenance of traffic plan. Signalization plans involved loop replacements at Elgin Boulevard and the addition of emergency signals for the new fire station. The signing for the emergency signal at the fire station is identical to what we developed for Spring Hill Drive.

**MORRIS BRIDGE ROAD AT CHANCEY ROAD INTERSECTION; *Pasco County, FL; Project Manager.*** Consor provides operational improvements at the intersection of Chancey Road and Morris Bridge Road (CR 579). The project requires right-of-way from the north and west sides to provide space for future expansion from four- to six-lanes, which will also be analyzed as part of this project. Consor is designing dedicated left- and right-



turn lanes on all four legs. Additionally, a second left-turn lane on the southbound leg will provide dual lefts from southbound Morris Bridge Road to eastbound Chancey Road. Along both Chancey Road and Morris Bridge Road, the design includes 4-ft. bike lanes in all directions, 5-ft. sidewalks on one side of the roadway, and a 12-ft. multi-use trail on the other. Additionally, the project includes roadway and drainage design; signing and pavement marking; signalization, lighting, and utility design (for any conflicting Pasco County infrastructure); geotechnical investigations; utility coordination; permitting assistance; and preparation of a set of construction plans, including specifications and bid documents.

#### **SR 54 AT US 41 INTERSECTION OPERATIONAL IMPROVEMENTS; Pasco County, FL; Roadway Engineer.**

Conсор provided roadway design and traffic analysis for this project. Pasco County and FDOT worked jointly to provide safety and operational improvements along eastbound SR 54 from west of Sophia Drive to west of US 41. These improvements included lengthening the eastbound existing dual left-turn and right-turn lanes. In order to accomplish this, there needed to be median opening modifications at Hunt Road located approximately 1,200 ft. west of US 41. The work also included pavement widening, narrowing the existing raised median, and milling and resurfacing. The milling and resurfacing limits were from just east of Shirecrest Cove Way to just west of the CSX Railroad tracks, just west of US 41. No additional right-of-way was anticipated for this project.

**MISCELLANEOUS GENERAL/CIVIL SERVICES; Hillsborough County, FL; Roadway Engineer.** Conсор provides general civil engineering services to the County. This contract was developed to support the County's projects to be constructed through the Transportation Task Force funding. Some of the tasks completed include:

- » Turkey Creek Road at Airport Road
- » Turkey Creek Road at West Trapnell Road
- » SR 60 at Mulrennan Road
- » SR 60 at Dover Road
- » Front Street at North Valrico Road

**COUNTY BARN ROAD CAPACITY IMPROVEMENTS (RATTLESNAKE HAMMOCK ROAD/CR 864 TO DAVIS BOULEVARD/SR 84); Collier County, FL; Roadway Engineer.** Conсор developed construction plans for widening of County Barn Road from a two-lane roadway to a four-lane divided urban arterial. Close coordination was required with the County to incorporate extensive regional drainage improvements in the roadway design. The project included design of three county utility lines, signalization, and lighting

as well as permitting with South Florida Water Management District (SFWMD) and US Army Corps of Engineers (USACE).

**GOLDEN GATE BOULEVARD OVER GOLDEN GATE AND MILLER CANALS BRIDGE REPLACEMENT DESIGN-BUILD; Collier County, FL; Lead Roadway Engineer.** The replacement Golden Gate Boulevard Bridges over the Golden Gate Main and the Miller Canals are three span structures and required allowances for a 36-in. raw water main, bicycle lanes, and sidewalks. The bridge over Golden Gate Main Canal was a three span structure (50 ft. 10 in./50 ft. 6 in./50 ft. 10 in.) with a total bridge length of 152 ft. 2 in. All three spans consist of an 8.5-in. thick deck supported by five 36-in. Florida I-beams spaced at 11 ft. The total out-to-out superstructure width was 51 ft. 8 in. The bridge is founded on pile bents utilizing five 18-in. PPC piles spaced at 11 ft. The bridge over Miller Canal was a three span structure (33 ft. 8 in./33 ft. 8 in./33 ft. 8 in.) with a total bridge length of 101 ft. All three spans consist of an 18-in. thick cast-in-place flat slab and a total out-to-out superstructure width of 51 ft. 8 in. The bridge is founded on pile bents utilizing five 18-in. PPC piles spaced at 11 ft.

**20TH STREET EXTENSION (ZEPHYRHILLS EAST BYPASS/CHANCEY ROAD TO NORTH OF TUCKER ROAD); Pasco County, FL; Designer.** Erik was responsible for all roadway and pavement marking tasks. Conсор was selected to oversee the new construction to connect 20th Street to Copeland Drive. The scope involved extending 20th Street approximately 0.5 miles to complete a new north-south corridor within the City of Zephyrhills. The new route removes truck traffic from streets. Project involved preparation of a route study, environmental evaluation, widening of a major rural arterial intersection, and development of drainage ponds within a closed drainage basin. Right-of-way plans were prepared for the project and Conсор's staff conducted a public information meeting.

**CR 41/FORT KING HIGHWAY AND DAUGHERTY ROAD INTERSECTION; Pasco County, FL; Designer.** Erik was responsible for all roadway and CADD-related tasks. Tasks included generating quantities and design of all horizontal and vertical alignments using GEOPAK for reconstruction and widening of a skewed intersection in Zephyrhills. The existing Tee intersection featured a 65-degree skew with no turn lanes. Conсор prepared a route study to develop and analyze realignment alternatives. Final construction plans were developed, which included turn lanes, bicycle lanes, drainage ponds, lighting plans and a full signalized intersection. Right-of-way plans were prepared for the project. A public information meeting was also conducted by Conсор's staff. A permit was obtained through Southwest Florida Water Management District.



## ERIC NELSON, PE | *Senior Drainage Engineer*

Eric has more than 20 years of experience in civil engineering and eight years specifically as a drainage task leader and engineer-of-record for roadway projects. His experience includes roadway and civil site, drainage, and utility design, geotechnical investigations, survey, and construction oversight. His duties include project management, roadway and sidewalk design, drainage task management, drainage calculations for pre/post model comparisons, bridge hydraulics reports, storm sewer system design, and floodplain analysis using water management district watershed models.

### EXPERIENCE

24 years

### EDUCATION

BS, Civil Engineering,  
University of South Florida

### REGISTRATION

Professional Engineer:  
FL 79361; GA 48130; MI  
6201313396; NC 057733

### COURSES

- FDEP Stormwater Management Inspector Certification #48236
- FDOT LAP Certification
- FDOT Advanced MOT

### SOFTWARE

- Aquaveo SMS
- ArcGIS
- ASAD
- Civil 3D
- HEC-RAS
- Hydroflow
- OpenRoads Designer
- StormWise

### KEY PROJECT EXPERIENCE

#### **ANDERSON SNOW ROAD AND CORPORATE BOULEVARD IMPROVEMENTS;**

*Hernando County, FL; Drainage Engineer.* The purpose of this project is to improve the intersection of Anderson Snow Road and Corporate Boulevard. The proposed improvements are to widen and provide turn lanes on Anderson Snow Road, as well as provide drainage improvements along the roadway including the addition of a drainage retention area. Also proposed as part of the project are traffic, signal, signing, lighting, sidewalk, curb, pavement marking, and utility design for any Hernando County owned utility impacted by the improvements. The proposed signal improvement consists of a new four-span signal layout.

#### **FRONT STREET AND VALRICO ROAD; Hillsborough County, FL; Senior Drainage**

*Engineer.* The Front Street at North Valrico Road Intersection Improvements project enhanced traffic flow and pedestrian safety, covering the intersection itself and extending along Front Street east-west and Valrico Road north-south for approximately 0.40 miles. As a subconsultant, Consor provided design services for this task work order under Hillsborough County's General Engineering Consultant contract. Improvements included installing a traffic signal with mast arms, pedestrian signals, and sidewalks along designated areas. Additionally, the project involved widening North Valrico Road to accommodate a northbound left-turn lane, as well as reconstructing sidewalks along Front Street. Drainage improvements included a shallow pond to meet SWFWMD criteria and stormwater conveyance pipes. Consor prepared traffic control plans that required a brief road closure with detours to accommodate a watermain, reclaim line, and forcemain replacement. The project also required CSX coordination to manage the widening portion over the CSX right-of-way.

#### **MISCELLANEOUS GENERAL CIVIL SERVICES; Hillsborough County, FL; Drainage**

*Engineer.* Consor provides general civil engineering services to the County. This contract was developed to support the County's projects to be constructed through the Transportation Task Force funding. Some of the tasks completed include:

- » Turkey Creek Road at West Trapnell Road; Production of a traffic engineering report to analyze and recommend level of service improvements for this intersection. The project included analyzing the projected growth volumes and determining where additional turn lanes were feasible at the intersection.
- » Turkey Creek Road at Airport Road; Production of a traffic engineering report to analyze and recommend level of service improvements for this intersection. The project included analyzing the projected growth volumes and determining where additional turn lanes were feasible at the intersection.
- » SR 60 at Mulrennan Road; Provided preliminary design and engineering services for proposed improvements. This project provided preliminary conceptual alternatives to upgrade the intersection for additional turn lanes. Developed preliminary designs, including horizontal and vertical geometry, typical sections, anticipated right-of-way impacts, and stormwater management.
- » SR 60 at Dover Road; Providing final design and construction plans for proposed improvements. This project provided preliminary conceptual alternatives to upgrade



the intersection for additional turn lanes. Developed preliminary designs, including horizontal and vertical geometry, typical sections, anticipated right-of-way impacts, and stormwater management.

- » Front Street at North Valrico Road; Developed preliminary design, including horizontal and vertical geometry, typical sections, right-of-way impacts, and stormwater management. The improvements for the intersection included road widening that allowed for left-turn lanes for the northbound and southbound approaches on Valrico Road and eastbound approach on Front Street. Improvements also included modification of the vertical alignments to be in accordance to Chapter 25 of the Plans Preparation Manual.

**UNIVERSITY AREA TRANSPORTATION IMPROVEMENTS PD&E STUDY; Hillsborough County, FL; Drainage Engineer.**

The study evaluates the mobility, safety, and transportation infrastructure improvements within the University Area, adjacent to the University of South Florida campus, at various corridors and intersections. These corridors included Bruce B Downs Boulevard from Fletcher to east of 42<sup>nd</sup>; Bearss Avenue from 22<sup>nd</sup> Street to Bruce B Downs; 42<sup>nd</sup> Street from Fletcher to Bruce B Downs; 46<sup>th</sup> Street from Fletcher to Skipper; Skipper Road from Bruce B Downs to 46<sup>th</sup>; and a potential northern extension of 46<sup>th</sup> Street. The study documents the evaluation of safety, operations, and accommodations for all modes of transportation including vehicles, pedestrians, bicycles, and transit. Following the completion of the PD&E study, 30% design plans will be developed as part of this project.

**BRANCH FORBES AND US 92 PD&E & DESIGN; FDOT - District Seven; Senior Drainage Engineer.** The project consists of reconstruction of .889 miles of Branch Forbes Road and .902 miles of US 92 from two-lane undivided rural roadways to four-lane divided urban roadways. Branch Forbes will have a new Type 2 Categorical Exclusion PD&E study and US 92 will have a PD&E re-evaluation performed.

**CONTINUING SERVICES CONTRACT PD&E CONSULTANT (2016-PRESENT); FDOT - District Seven; Drainage Engineer.** Consor supports the District in development, evaluation, and/or documentation of planning, engineering, environmental, and cultural resource activities as outlined in the PD&E Manual. Consor has performed more than 327 assignments under multiple task work orders over three successive contracts, including:

**GATEWAY EXPRESSWAY DESIGN-BUILD; FDOT - District Seven; Senior Drainage Engineer.** The overall design-build project included a new four-lane elevated tolled expressway from the Bayside Bridge and US 19 to I-275. Consor designed

Segment 3 of the project from US 19 to 49<sup>th</sup> Street, which included design of roadway, express lanes, frontage roads, maintenance of traffic, drainage, signing and pavement marking, two third-level steel box girder flyover bridges with spans up to 334 ft., five FIB bridges, and one flat slab bridge reconstruction. Consor's innovative design and approved ATC eliminated nearly 75 percent of the fracture critical bridge elements for the two flyover ramps and significantly reduced costs, as well as the elimination of two straddle bents, thus reducing traffic impacts during construction. Consor also led the environmental, USACE, SWFWMD, and FDEP permitting, and PD&E reevaluations required for the entire design-build project.

**I-75/SR 93 AT OVERPASS ROAD INTERCHANGE DESIGN-BUILD, PASCO COUNTY; FDOT - District Seven; Senior Drainage Engineer.**

Consor was the prime designer on this design-build project for a new interchange along I-75 at Overpass Road from Old Pasco Road to Boyette Road. The reconstruction of Overpass Road and the new I-75 interchange will alleviate congestion at the adjacent SR 54 interchange, improve regional mobility, and support the significant growth in central Pasco County. This project was funded by Pasco County and managed by FDOT District 7. The project features a flyover ramp bridge for the westbound to southbound movement. There are two new bridges along Overpass Road over I-75. The project reconstructed Overpass Road from a two-lane rural roadway to a four-lane urban divided roadway with sidewalk and bicycle lanes in both directions of travel. The project also provided new mast arm traffic signals along Overpass Road at Old Pasco Road, at the west interchange intersection, at the east interchange intersection, and at Boyette Road. A closed drainage system was developed with both on-site and off-site ponds and permitting through SWFWMD. Utility relocations and improvements for Pasco County sanitary and water lines were included in the scope of work. The construction of this project was completed in January 2023.

- » Feasibility reviews for 26 local projects seeking federal enhancement funding
- » Cultural resource PD&E reevaluations for two projects with design or pond site changes
- » Scope development and negotiation support for District Seven PD&E studies
- » Development and maintenance of District Seven's website for active and completed PD&E studies
- » Prepared several PD&E studies such as Good Neighbor Trail Gap and active studies on US 301 and I-75/275 SB C-D Road from SR 56



## JEFFREY NOVOTNY, PE, AICP, RSP<sub>1</sub> | *Chief Engineer 2*

Jeff specializes in planning, design, and construction of transportation facilities. His professional experience includes an extensive background in public involvement, roadway and drainage design, corridor planning studies, PD&E studies, traffic planning and engineering, safety studies, socioeconomic evaluations, Section 4(f) assessments, land acquisition maps and documents, preparation of construction plans specifications and cost estimates, and personnel coordination. Jeffrey's impressive track record includes managing 25 PD&E studies and re-evaluations, including completing two multi-use path PD&E studies as Type 2 Categorical Exclusions.

### EXPERIENCE

37 years

### EDUCATION

BS, Civil Engineering,  
Bradley University

### REGISTRATION

Professional Engineer: FL  
51083

American Institute of  
Certified Planners (AICP)  
019811

Road Safety Professional  
(RSP1)

Level 1, 1009

### CERTIFICATIONS

FDOT – Local Agency  
Program and Federal  
Highway Administrator  
Certification

### MEMBERSHIPS

- ACEC-FL: Transportation Committee 1998–Present;
- PD&E Subcommittee 2015–Present;
- FDOT D7 Liaison Committee 2021–Present

### KEY PROJECT EXPERIENCE

**GOOD NEIGHBOR TRAIL GAP PD&E STUDY, BROOKSVILLE, FL; *FDOT – District Seven; Project Manager.*** This 3.1-mile study was assigned as a task work order under the PD&E Consultant Continuing Services contract. The proposed trail will complete a gap in Florida's Coast-to-Coast Trail in the Brooksville area. The proposed gap trail will begin on SR 50, west of Cobb Road, and continue east through Brooksville, ending at the present Good Neighbor Trail at the intersection of Main Street and Russell Street. The study included evaluation of trail alignments and typical sections, evaluation of trail bridge structures, analysis of environmental effects, and a public involvement program. The study included preparation of Type 2 Categorical Exclusion and a Section 4(f) Determination of Applicability for portions of the trail through two local parks. The project public hearing took place in May 2019. The Type 2 Categorical Exclusion was approved by FDOT Office of Environmental Management on February 19, 2020, based on an assignment of NEPA from FHWA.

**GIBSONTON DRIVE PD&E STUDY (FERN HILL DRIVE TO US 301); *FDOT – District Seven; Project Manager.*** This project, in coordination with Hillsborough County, included evaluating location and design concepts for expanding Gibsonton Drive from 4-lanes to 6-lanes from east of I-75 to US 301, a distance of just under 1 mile. The preferred alternative included widening the existing four-lane divided urban arterial from Fern Hill Drive to US 301 to a six-lane divided urban arterial with a 22-foot median and intersection improvements. The widened roadway will include two 11-foot and one 12-foot travel lanes with curb and gutter with a 10-foot wide sidewalk in each direction. Horizontal widening alignments were adjusted to minimize right-of-way requirements, impacts and costs. Additional right-of-way was proposed for the widening, one off-site stormwater management facility and one off-site floodplain compensation site. Technical documents prepared included a public involvement program, natural resources environment evaluation, contamination screening evaluation report, noise study report, cultural resources assessment survey, location hydraulics report, project traffic analysis report, and a preliminary engineering report. A public hearing was held on February 20, 2024, and the Type 2 Categorical Exclusion was approved on November 21, 2024 by FDOT under NEPA assignment from the Federal Highway Administration.

**DISTRICTWIDE PD&E SERVICES; *FDOT – District Seven (2006–present); Project Manager.*** Conсор supports the District with the development, evaluation, and documentation of planning, engineering, environmental, and cultural resource activities as outlined in the PD&E Manual. To date, the team has performed more than 330 assignments under multiple task work orders over three successive contracts, including:

- Feasibility reviews for 164 local projects seeking federal enhancement funding
- Cultural resource PD&E study re-evaluations for 19 projects with design or pond site changes
- Scope development and negotiation support for District Seven PD&E studies
- ETDM support for screening of 14 projects
- Development and maintenance of District Seven's website for active and completed PD&E studies
- Preparation of several PD&E studies, such as US 41, Courtney Campbell Causeway Trail, Hillsborough Avenue, and Good Neighbor Trail Gap, US 301, I-75/275 SB C-D Road from SR 56, and Gibsonton Drive



**DISTRICTWIDE CORRIDOR, SUBAREA, AND SPECIAL TRANSPORTATION STUDIES CONTINUING SERVICES (2020–PRESENT); FDOT – District Seven; Project Manager/Principal-in-Charge.** Under our current contract, Consor provides on-call services for District Seven’s System Planning Department (travel demand modeling and government liaison). This contract includes miscellaneous corridor and subarea planning, special transportation studies, feasibility reviews, and traffic analysis support. A sample of tasks assigned to date include:

- SR 580 Corridor Study from Alt 19 to Tampa Road
- Dale Mabry Corridor Study from Veterans Expressway to County Line Road
- SR 574/MLK Jr. Corridor Study from US 301 to Turkey Creek
- I-75 PD&E Study CORSIM re-evaluation
- Concept plans/estimates for potential intersection improvement projects to support local agency requests in Brooksville, Zephyrhills, Plant City, and Temple Terrace
- Feasibility reviews for 26 RRRs entering the work program
- District Seven Work Program website & OnBoard Tampa Bay Program website
- Combined area school calendars for data collection timing
- Functional classification changes/update

**US 301 PD&E STUDY (US 98 TO SR 50), PASCO AND HERNANDO COUNTIES; FDOT – District Seven; Project Manager.** This project included evaluating location and design concepts for expanding US 301 from 2-lanes to 4-lanes from US 98 to SR 50, a distance of 4 miles in Pasco and Hernando counties. The preferred alternative included multimodal facilities (pedestrian, bicycles, and transit accommodations), various intersection improvements, median modifications, stormwater management and floodplain compensation. Intersection Control Evaluation analysis was completed for a roundabout at the intersection at Trilby Road. Right-of-way was required for the mainline as well as pond and floodplain compensation sites. Technical documents prepared included a public involvement program, natural resources environment evaluation, contamination screening evaluation report, noise study report, cultural resources assessment survey, location hydraulics report, project traffic analysis report, and a preliminary engineering report. A public hearing was held on June 24, 2021, and the Type 2 Categorical Exclusion was approved on October 21, 2021 by FDOT under NEPA assignment from the Federal Highway Administration.

**I-75 (SOUTH OF SR 50 TO THE HERNANDO-SUMTER COUNTY LINE) ADVANCE TO CONSTRUCTION RE-EVALUATION, HERNANDO COUNTY; FDOT – District Seven; PD&E Project Manager.** Jeffrey has assisted FDOT in preparing an Advance to Construction Re-evaluation for a portion of Segment 3 (the SR 50 interchange) and Segment 4 of the overall PD&E study limits of the originally accepted Type 2

categorical exclusion. The re-evaluation was submitted to FHWA on March 26, 2014, for acceptance to advance the project to design-build later in 2014.

**I-75 PD&E STUDY (MOCCASIN WALLOW ROAD TO SOUTH OF US 301), MANATEE AND HILLSBOROUGH COUNTIES, FL; FDOT – District Seven; Project Manager.** Consor is preparing a PD&E study for 25 miles on I-75. This project was processed through FDOT’s ETDM program screening tool, where the class of action was determined by FHWA as a Type 2 categorical exclusion. This corridor includes existing interchanges at SR 674, Big Bend Road, and Gibsonton Road. Consor is evaluating the expansion of the existing six-lane interstate with ultimate improvement alternatives including the addition of general use lanes as well as the use of managed lanes that could serve HOV traffic, express/local bus traffic, or be price-managed using tolls. Consor is performing extensive traffic analyses as well as environmental impact analyses, public involvement efforts, and coordination with local agencies to evaluate the ultimate preferred alternative, which includes the addition of four managed lanes within the existing median of I-75 to reduce potential impacts and right-of-way costs. The project involves 26 bridge structures, assessment of 40 drainage basins including some within conservation/Section 4(f) lands, coast guard navigation reviews, and the evaluation of noise, wetlands, protected species, and essential fish habitat. A second project public hearing was held in 2022 and the Type 2 Categorical Exclusion was approved by the FDOT on September 9, 2025.

**SR 54 (CR 577/CURLEY ROAD TO CR 579/CR 54/ MORRIS BRIDGE ROAD) ADVANCE TO RIGHT-OF-WAY RE-EVALUATION, PASCO COUNTY; FDOT – District Seven; PD&E Project Manager.** Jeffrey assisted FDOT in preparing an Advance to Right-of-way Re-evaluation for the overall PD&E study limits of the originally accepted Type 2 categorical exclusion. A minor design change involved adjusting the typical section of the middle segment to urban to reduce right-of-way needs. Consor designed the widening of SR 54 from Curley Road to Morris Bridge Road in Wesley Chapel, a distance of 4.7 miles. Three typical sections were utilized in the design: a six-lane urban, a four-lane suburban expandable to a six-lane urban, and a four-lane urban section. The proposed rights-of-way ranged from 142 to 166 ft. Additional improvements included a sidewalk, joint-use path along the entire corridor, bicycle lanes, traffic signals, and utility improvements. Extensive coordination with numerous major developments along the corridor were required. Additionally, right-of-way and TCEs were required from more than 30 parcels. An advance to right-of-way re-evaluation was prepared and approved on January 11, 2013, and an advance to construction re-evaluation was prepared and approved on July 25, 2016. Construction began in 2018.



## MICHELLE GREENE, AICP | *Senior Planner*

Michelle is an accomplished professional with more than 25 years of experience in the transportation and energy markets. She has strong technical skills and an extensive background leading public engagement efforts for large infrastructure projects. As a former government liaison, Michelle has a solid understanding of government operations at the federal, state, and local level and has worked closely with elected and appointed officials, business leaders, advocacy groups, grassroots organizations, and communities throughout the Tampa Bay region.

### EXPERIENCE

25 years

### EDUCATION

### CERTIFICATIONS

AICP Planner

NCI Charrette Facilitator

FEMA Public

Information Officer

### MEMBERSHIPS

American Planning  
Association (APA)

American Institute of Certified  
Planners (AICP)

National Charrette Institute

### KEY PROJECT EXPERIENCE

**SR 50 PD&E STUDY (BROOKSVILLE BYPASS/SR 50A/E JEFFERSON STREET TO I-75), HERNANDO COUNTY; *FDOT - District Seven; Senior Planner.*** This project involved a PD&E study to evaluate widening SR 50 from four to six lanes from the Brooksville Bypass/SR 50A/East Jefferson Street to I-75 in Hernando County, approximately 7.2 miles. The scope of work included evaluating the engineering and environmental impacts and evaluating intersection improvements. A traffic operational analysis study was prepared to evaluate corridor and intersection improvements. A public involvement program was undertaken including agency coordination and conducting a public hearing in December 2019. The environmental evaluation included wetlands/species impact evaluation, a contamination screening evaluation, a water quality evaluation, a location hydraulics/floodplain impact evaluation; and preparation of a Type 2 Categorical Exclusion which was approved in October 2020.

**SR 54 (EAST OF CR 577/CURLEY ROAD TO EAST OF CR 579/MORRIS BRIDGE ROAD), PASCO COUNTY; *FDOT - District Seven; Senior Planner.*** Consor designed the widening of SR 54 from Curley Road to Morris Bridge Road within Wesley Chapel, a distance of 4.7 miles. Three typical sections were utilized in the design: a six-lane urban, a four-lane suburban expandable to a six-lane urban, and a four-lane urban section. The proposed rights of way ranged from 142 to 166 ft. Additional improvements included a sidewalk, joint-use path along the entire corridor, bicycle lanes, traffic signals, and utility improvements. Extensive coordination with numerous major developments along the corridor was required. Additionally, right-of-way and TCEs were required from more than 30 parcels. An advance to right-of-way re-evaluation was prepared and approved on January 11, 2013, and an advance to construction re-evaluation was prepared and approved on July 25, 2016. Construction began in 2018.

**DISTRICTWIDE CORRIDOR, SUBAREA, AND SPECIAL TRANSPORTATION STUDIES; *FDOT - District Seven; Senior Planner.*** Consor provided on-call consultant services for District Seven's System Planning Department under three contract cycles. These contracts included miscellaneous assignments, such as corridor and subarea planning, special transportation studies, development impacts on the state highway system, and general transportation planning support. A sample of our assignments included:

- » East Busch Boulevard pedestrian crosswalk study
- » East Busch Boulevard corridor study
- » Floribraska Avenue safety study
- » I-75/I-275 Apex NB CD Road IMR update
- » District Seven Work Program website development
- » TBRPM special generators
- » Federal aid system roadway mapping
- » Freight corridor screenings
- » Combined area school calendars for data collection timings
- » Functional classification changes/update



**DISTRICTWIDE PD&E SERVICES; FDOT – District Seven; Senior Planner.** Consor supports the District with development, evaluation, and documentation of planning, engineering, environmental, and cultural resource activities as outlined in the PD&E Manual. To date, the team has performed more than 330 assignments under multiple task work orders over three successive contracts.

- » Feasibility reviews for 164 local projects seeking federal enhancement funding
- » Cultural resource PD&E study re-evaluations for 19 projects with design or pond site changes
- » Scope development and negotiation support for District Seven PD&E studies.
- » ETDM support for screening of 14 projects
- » Development and maintenance of District Seven's website for active and completed PD&E studies
- » Preparation of several PD&E studies, such as US 41, Courtney Campbell Causeway Trail, Hillsborough Avenue, and Good Neighbor Trail Gap, US 301, I-75/275 SB C-D Road from SR 56, and Gibsonton Drive

**I-275 AT I-4 DOWNTOWN TAMPA INTERCHANGE PD&E RE-EVALUATION, HILLSBOROUGH COUNTY; FDOT – District Seven; Senior Planner.** The team performed a PD&E design change re-evaluation as a Supplemental Environmental Impact Statement (SEIS) of the original I-275/I-4 interchange portion of the Tampa Interstate Study (TIS) final environmental impact statement (FEIS). The FEIS was approved by the Federal Highway Administration in 1996 with Records of Decision in 1997 and 1999. This portion of the project is in closest proximity to the central business district of the City of Tampa and includes a combined distance of approximately 6.5 miles in length of I-275 and I-4 and its system junction. The limits are I-275 from Rome Avenue to Martin Luther King, Jr. Boulevard and I-4 from I-275 to 50<sup>th</sup> Street. Five design options were identified, evaluated, and coordinated with agencies and the public for input and selection of a preferred alternative. These improvements are needed to address future growth and development projected in the region, enhance hurricane and emergency evacuation response, and improve system connectivity. This study was conducted based on a proposed design change to accommodate express lanes and other mobility improvements. The interstate highways are adjacent to several historic districts (including Tampa Heights) that were originally impacted when the interstate was originally constructed in the early 1960s. In addition to all environmental impacts, the social and cultural effects of the various alternatives were evaluated and compared to those of the approved FEIS. An alternatives public workshop was held

October 2019, a public hearing was held February 2020, and the SEIS was approved by FHWA on September 15, 2020. During the design-build phase, a re-evaluation was prepared and approved on October 27, 2023.

**I-75 PD&E STUDY (MOCCASIN WALLOW ROAD TO SOUTH OF US 301), MANATEE AND HILLSBOROUGH COUNTIES; FDOT – District Seven; Senior Planner.** Consor is preparing a PD&E study for 25 miles on I-75. This project was processed through FDOT's ETDM program screening tool, where the class of action was determined by FHWA as a Type 2 categorical exclusion. This corridor includes existing interchanges at SR 674, Big Bend Road, and Gibsonton Road. Consor is evaluating the expansion of the existing six-lane interstate with ultimate improvement alternatives including the addition of general use lanes as well as the use of managed lanes that could serve HOV traffic, express/local bus traffic, or be price-managed using tolls. Consor is performing extensive traffic analyses as well as environmental impact analyses, public involvement efforts, and coordination with local agencies to evaluate the ultimate preferred alternative, which includes the addition of four managed lanes within the existing median of I-75 to reduce potential impacts and right-of-way costs. The project involves 26 bridge structures, assessment of 40 drainage basins including some within conservation/Section 4(f) lands, coast guard navigation reviews, and the evaluation of noise, wetlands, protected species, and essential fish habitat. A second project public hearing was held in 2022 and the Type 2 Categorical Exclusion was approved on September 9, 2025.

**REGIONAL TRANSIT CORRIDOR EVALUATIONS AND PD&E STUDY – HOWARD FRANKLAND BRIDGE, HILLSBOROUGH COUNTY; FDOT – District Seven; Senior Planner.** Consor prepared a PD&E study to evaluate replacing the northbound I-275/Howard Frankland Bridge. The Howard Frankland Bridge is one of three crossings over Tampa Bay connecting Hillsborough to Pinellas County. The northbound bridge has reached the end of its serviceable life. The Type 2 categorical exclusion was accepted by FDOT in May 2018.

**US 41 PD&E STUDY (12<sup>TH</sup> STREET TO KRACKER AVENUE), HILLSBOROUGH COUNTY; FDOT – District Seven; Senior Planner.** Under a districtwide contract, responsible for the engineering, environmental, and public involvement services for a PD&E study for US 41 from 12<sup>th</sup> Street to Kracker Avenue in southern Hillsborough County. Project involves widening US 41 from four to six lanes. A public hearing was held, and a State Environmental Impact Report was approved by FDOT on November 10, 2009.



## ANNA PETERFREUND, CWB | *Senior Environmental Scientist*

### EXPERIENCE

26 years

### EDUCATION

MS, Zoology, Oklahoma State University

BS, Forestry, Wildlife & Fisheries Science, University of Tennessee

### CERTIFICATIONS

Certified Wildlife Biologist

### PUBLICATIONS

- Burrow, A. L., R. T. Kazmaier, E. C. Hellgren, and D. C. Ruthven, III, 2001. Microhabitat selection by Texas horned lizards in southern Texas. *Journal of Wildlife Management* 65(4):654-652.
- Burrow, A. L., R. T. Kazmaier, E. C. Hellgren, and D. C. Ruthven, III, 2002. The effects of burning and grazing on survival, home range, and prey dynamics of the Texas horned lizard in the thornscrub ecosystem. Pages 43-51 in W. M. Ford, K. R. Russell, and C. E. Moorma, editors. *The role of fire in nongame wildlife management and community restoration: traditional uses and new directions* proceedings of a special workshop. USDA Forest Service Northeastern Research Station General Technical Report NE-288.
- E. C. Hellgren, Burrow, A. L., R. T. Kazmaier, and D. C. Ruthven, III, 2010. The Effects of Winter Burning and Grazing on Resources and Survival of Texas Horned Lizards in a Thornscrub Ecosystem. *Journal of Wildlife Management* 74(2):300-309.

Anna has managed and permitted many projects on the state, federal, and local levels, including all water management districts, the Florida Department of Environmental Protection (FDEP), State Historic Preservation Office (SHPO), Florida Fish and Wildlife Conservation Commission (FFWCC), US Coast Guard (USCG), US Army Corps of Engineers (USACE), and many others. Her responsibilities have included all types of National Environmental Policy Act (NEPA) documentation and special studies, the inventory and delineation of wetlands, wetland and environmental assessments, wetland mitigation and enhancement, Uniform Mitigation Assessment Method (UMAM) applications, Wetland Rapid Assessment Procedure applications, ecological surveys, park and trail site plans, noise and air quality studies, Section 4(f) assessments, contamination screenings, and permitting. Anna has also coordinated with regulatory agencies, developed scopes and staff-hour estimates, and reviewed consultant plans and reports. She is trained to delineate wetlands using both Florida's statewide method and the US Army Corps of Engineers' national method.

### KEY PROJECT EXPERIENCE

**GIBSONTON DRIVE PD&E STUDY (FERN HILL DRIVE TO US 301); FDOT - District Seven; Lead Environmental Scientist.** This project, in coordination with Hillsborough County, included evaluating location and design concepts for expanding Gibsonton Drive from 4-lanes to 6-lanes from east of I-75 to US 301, a distance of just under 1 mile. The preferred alternative included widening the existing four-lane divided urban arterial from Fern Hill Drive to US 301 to a six-lane divided urban arterial with a 22-foot median and intersection improvements. The widened roadway will include two 11-foot and one 12-foot travel lanes with curb and gutter with a 10-foot wide sidewalk in each direction. Horizontal widening alignments were adjusted to minimize right-of-way requirements, impacts and costs. Additional right-of-way was proposed for the widening, one off-site stormwater management facility and one off-site floodplain compensation site. Anna prepared the noise study and natural resources evaluation document. Other technical documents prepared included a public involvement program, environment evaluation, contamination screening evaluation report, cultural resources assessment survey, location hydraulics report, project traffic analysis report, and a preliminary engineering report. A public hearing was held on February 20, 2024, and the Type 2 Categorical Exclusion was approved on November 21, 2024 by FDOT under NEPA assignment from the Federal Highway Administration.

**GOOD NEIGHBOR TRAIL GAP STUDY, BROOKSVILLE; FDOT - District Seven, FL; Environmental Scientist.** This study was assigned as a task work order under a PD&E Consultant Continuing Services contract. The proposed trail will complete a gap in Florida's Coast to Coast Trail in the Brooksville area. The proposed gap trail will begin on SR 50 west of Cobb Road and continue easterly through Brooksville, ending at the present Good Neighbor Trail at the intersection of Main Street and Russell Street. The total distance is approximately 3.1 miles. The study included evaluation of trail alignments and typical sections, evaluation of trail bridge structures, analysis of environmental effects, and a public involvement program. The study included preparation of Type 2 Categorical Exclusion and a Section 4(f) Determination of Applicability for portions of the trail through two local parks. The project public hearing took place in May 2019. The Type 2 Categorical Exclusion was approved by FDOT Office of Environmental Management on February 19, 2020, based on an assignment of NEPA from FHWA.



**SR 297/PINE FOREST ROAD PD&E STUDY (SOUTH OF I-10 TO NORTH OF CR 297A);** *FDOT - District Three; Environmental Lead.* Consor conducted a PD&E study to evaluate alternative improvements along SR 297 (Pine Forest Road) for a distance of approximately 1.6 miles. This project will exclude the limits of the I-10 interchange along Pine Forest Road, which is included in the SR 8 (I-10) PD&E study from east of the Alabama State Line to west of SR 95 (US 29). The study included traffic analysis, engineering analysis and environmental impacts evaluation, including noise study, agency coordination, public meetings, and a public hearing. The proposed improvements included providing alternatives to realign Wilde Lake Boulevard, widening of the existing roadway from a three-lane undivided rural roadway to a four-lane divided urban highway. Additional right-of-way will be required for the roadway improvements and stormwater management facilities. A public hearing was held in December 2022, and the Type 2 Categorical Exclusion was approved on May 23, 2023.

**US 90 PD&E STUDY (SCENIC HIGHWAY TO THE SANTA ROSA COUNTY LINE AND FROM THE ESCAMBIA COUNTY LINE TO GLOVER LANE), ESCAMBIA AND SANTA ROSA COUNTIES;** *FDOT - District Three, FL; Environmental Scientist.* Consor performed a PD&E study for US 90 within Escambia and Santa Rosa counties, from Scenic Highway to Glover Lane. The length of the study area was approximately 11 miles. The project included reviewing 12 bridges that were analyzed for potential replacement or widening. Roadway typical section alternatives, including rural, urban, and suburban, were evaluated for the corridor. The scope of work included pond sizing and bridge hydraulics, traffic analysis, agency coordination, public meetings, a public hearing, and all supporting documentation. Environmental work included preparation of a State Environmental Impact Report, natural resource evaluation, endangered species biological assessment, air quality screening, contamination screening, traffic noise analysis, and water quality evaluation. Coordination was required with Santa Rosa County for potential impacts to two park facilities on the project.

**SR 54 PD&E STUDY (CURLEY ROAD TO MORRIS BRIDGE ROAD), PASCO COUNTY;** *FDOT - District Seven, FL; Environmental Scientist.* This project involved a PD&E study for the widening of SR 54 between Curley Road and Morris Bridge Road, approximately 4.5 miles. The two-laned SR 54 roadway was proposed to be widened to four and six lanes with pedestrian and bicycle facilities added. In addition, a public involvement program was conducted including coordination with the public, county, and other agencies, as well as community interest groups. The Type 2 categorical exclusion documentation was approved by FHWA.

**CROSTOWN PARKWAY EXTENSION;** *City of Port St. Lucie, FL; Lead Environmental Scientist.* This project involves the design and permitting for a new crossing over the North Fork St. Lucie River, involving a state park, an aquatic preserve, and state sovereign submerged lands. The project required an early assessment of environmental impacts and potential mitigation options to obtain a Conceptual permit. Initially the work was conducted concurrently with the city's preparation of an Environmental Impact Statement and Section 4(f) Evaluation for the new river crossing. The project also involved large team meetings with multiple agencies across several years. Two mitigation packages were developed to offset impacts to the state lands (proprietary mitigation) and natural resources (regulatory mitigation), respectively. The proprietary mitigation plan was developed together with the Florida Department of Environmental Protection (DEP). The projects within the proprietary mitigation plan were incorporated into a Memorandum of Understanding (MOU) between the City of Port St. Lucie and DEP to be conducted in exchange for an easement across state lands. Specifically, the project included the design and permitting of four oxbow reconnections within the North Fork of the St. Lucie River, construction of the Savannas Area Recreation Trail, improvements to and relocation of the Halpatiokee Canoe Launch, and improvements to the Savannas Preserve State Park Education Center. The regulatory mitigation plan included the design and permitting of the Platt's Creek Compensatory Mitigation Site, an 82 acres site that was converted to 47.9 acres of wetlands and 13.6 acres of upland buffer. Once in design, tasks include wetland delineation, wildlife surveys, Section 7 consultation, extensive coordination with state and federal agencies, design traffic noise update, and permitting. Permits include a Research/Connection permit through DEP, Environmental Resource Permit through SFWMD, a Section 404 permit through USACE, a Bridge Permit through the USCG, a Gopher Tortoise permit through the FFWCC, and a de minimis exemption for early work through the SFWMD.

**BRANCH FORBES ROAD AND US 92 PD&E DESIGN;** *FDOT - District Seven, FL; Senior Scientist.* This project consists of reconstructing .889 miles of Branch Forbes Road and .902 miles of US 92. The team is modifying the design from two-lane undivided rural roadways to four-lane divided urban roadways. The project includes performing a new Type 2 Categorical Exclusion PD&E study along Branch Forbes and a PD&E Re-Evaluation along US 92. In addition to the widening, the design will include buffered bike lanes and sidewalks, and I-4 ramp improvements. Anna did the noise evaluation. Construction is not currently funded.

# Florida Acquisition & Appraisal, Inc.

## Jack Curatelli, SR/WA

### Program / Project Manager

Jack Curatelli, SR/WA, a State of Florida and North Carolina Licensed Real Estate Broker, has more than 30 years of Right of Way real estate management and acquisition experience in public sector programs under the auspices of the Uniform Relocation Assistance and Real Property Acquisition Act of 1970, as amended. As Principal Project Manager of Florida Acquisition & Appraisal, Inc., Jack has an extensive background in all right of way and real estate disciplines: acquisition, appraisal, relocation, property management and condemnation suit preparation in transportation, utilities and electric transmission. He has directed and managed some of the largest land acquisition programs in the State of Florida, such as the \$100 Million, 1200-parcel Alligator Alley/I-75 Project, one of FDOT's most successful projects. Jack managed the accelerated 221-parcel, 130-relocation I-4 project for Florida Department of Transportation (FDOT) District 7 and completed the acquisitions and relocations within 30 months to secure Federal Funding for the entire I-4 downtown Tampa corridor. In addition, he managed such projects as the 318-parcel, 160-relocation US 41/Nebraska Avenue Project and other I-4 projects for FDOT. As part of Program Management teams, Jack manages, managed or provided production management on projects such as the Florida Rail Enterprise/Florida High Speed Rail Authority (initial PD&E/Design right of way cost estimate and impact analysis for Part 1, Phase 1, Tampa-to-Orlando route), TBARTA (Tampa Bay Area Regional Transportation Authority), Hillsborough County Transportation Task Force (5-7 year program development and 125 intersection right of way cost estimates), City of Tallahassee/Leon County BluePrint Intergovernmental Agency (five-year, 90% settlement acquisition incentive plan for Capital Circle) and the Tampa-Hillsborough County Expressway Authority (four-County "Beltway around Tampa Bay" route estimate). In addition, he directed or managed the FDOT Turnpike District's Suncoast (+400 acq/relocations) and Polk County Parkways, and Florida Power & Light's 200+ parcel 240kV Orange River Collier Project. Jack has also participated in, directed or managed other notable FDOT projects such as I-595 Port Everglades Expressway, the I-95 "Missing Link" and SR 540, as well as numerous County and/or City Projects in Hillsborough, Polk, Manatee, Sarasota, Hernando, Lakeland, Tallahassee/Leon, and North Port, among others. Jack also previously held the position of FDOT District 4 Lawsuit Coordinator in one of the most litigious regions in the State (South Florida).

#### EDUCATION & CONTINUING EDUCATION (Selected)

**Bachelor of Arts, Management/Finance** (*Double major*): University of South Florida, Tampa, FL, 1983

**American Institute of Real Estate Appraisers (AIREA)** (*multiple courses*)

**International Right of Way Association (IRWA)** (*multiple courses*)

**Land Trust Alliance** (*multiple courses*)

**Federal Highway Association's National Highway Institute (FHWA-NHI)** (*multiple courses*)

**Public Land Acquisitions & Management Partnership** (*multiple courses*)

**Florida Department of Transportation** – Department/Consultant Partnering Module I, Sessions A & B

#### PROFESSIONAL REGISTRATIONS, CERTIFICATIONS & AFFILIATIONS (Selected)

**Senior Right of Way Agent**, IRWA: SR/WA Design. No. 3935

**Real Estate Broker**, State of Florida: Lic. No. 0441552

**Certified Asbestos Inspector & Management Planner**, FL

**Member**, Association of Eminent Domain Professionals (AEDP)

**Member**, American Society of Highway Engineers (ASHE)

**Member**, Self Storage Association (SSA)

**Member & Former Trustee of the Land**, Land Trust Alliance

**Associate Member**, Florida Institute of Consulting Engineers

**Founding Member**, National Right of Way Council

**President's Council**, University of South Florida

**Notary Public**, State of Florida

#### EXPERIENCE

**PASCO COUNTY | ACP: Tower Road Route Study and Pond Siting Analysis Report.** FLAA provided right of way cost estimating services as part of the Tower Road Extension. The first phase required a feasibility study for crossing US Highway 41 at Caliente Boulevard. The parcels evaluated for the initial study included a design for multiple whole and partial acquisitions of residential and commercial properties, with complexities including access restrictions and monument signage. The second phase required evaluating 40 properties on two alternatives intended to connect Tower Road to Sunlake Boulevard in existing and new roadways.

**PASCO COUNTY: Countywide Right of Way Services Contract; Clinton Avenue (Ft. King Rd. to US 301) – Acquisition Services.**

Jack provided full service of project management services for this project including updated title reports, appraisal, acquisition, negotiations, offers, agreements, suit preparation and title report updates for 52 parcels.

**MANATEE COUNTY: Professional Land Acquisition and Relocation Services.** FLAA was contracted with Manatee County to provide right of way support services on an on-call basis. Services under this contract included acquisition, relocation, record maintenance, production control, litigation support, appraisal services, and other miscellaneous and supplementary services as needed. The current task for the County is acquisition services on the **Upper Manatee River Road** project, where FLAA is acquiring 86 fee simple, permanent

**Florida Acquisition & Appraisal, Inc.**  
**Jack Curatelli, SR/WA**  
**Program / Project Manager**

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& temporary easements from property owners.

**OSCEOLA COUNTY: Right-Of-Way (ROW) Acquisition Services for Road Improvement Projects on a Task Authorization Basis.** FLAA was contracted to provide on-call right of way services to the County, with tasks issued for the **Simpson Road Widening project, Phases 2, 3, & 4.** This **Local Area Participation (LAP)** project was conducted in three (3) sections under the auspices of the URA to ensure that the County maintained funding. With over 100 fee simple, temporary construction easements, and perpetual easements, and despite a late start, FLAA successfully met an accelerated acquisition schedule of under twelve months, allowing the County to meet its financial deadlines earlier than its other LAP projects. FLAA was further responsible for conducting 35 business damage surveys, and as part of another Task, completed a Needs Assessment Survey for the Fortune Road section. Jack is Program Manager and QAR (QC/QA) on this project.

**HILLSBOROUGH COUNTY | Burgess & Niple: Lithia Pinecrest Road Project Development & Environmental (PD&E) Study.** FLAA contracted with Burgess & Niple to provide right of way cost estimating for the Lithia Pinecrest Road widening project from Fishhawk Boulevard to Lumsden Road (CIP #69649000). The estimate required evaluating over 170 commercial and residential properties.

**HILLSBOROUGH COUNTY / Faller-Davis & Associates: Van Dyke Widening – PD&E.** FLAA was contracted to provide Right of Way Cost Estimates reflecting the cost of acquisition, relocation, and business damages for parcels included in all the alternatives of this PD&E. These cost estimates are to satisfy the evaluation needed for eminent domain consideration for each alternative and were developed with backup data from comparable sales and/or listings. In 2021, the project became federally funded and FLAA was contracted with conducting a cost estimate update, conceptual stage relocation plan, needs assessment survey, and acquisition services.

**HILLSBOROUGH COUNTY.** Jack worked on over twenty cost estimate projects as Project Manager and Cost Estimator.

- ◆ **HILLSBOROUGH COUNTY | ACP:** Intersection Improvement Project (SR60).
- ◆ **HILLSBOROUGH COUNTY | ACP:** University Area Improvements Project (USF).
- ◆ **HILLSBOROUGH COUNTY | JMT:** Intersection Improvement Project (Various).
- ◆ **HILLSBOROUGH COUNTY | Kimley-Horn:** Upper Tampa Bay Trail PD&E.
- ◆ **HILLSBOROUGH COUNTY | RK&K:** Tampa Bypass Canal Trail PD&E.
- ◆ **HILLSBOROUGH COUNTY | HNTB:** 131<sup>st</sup> Avenue.

**POLK COUNTY: Countywide Right of Way Services.** FLAA was re-selected to provide on-call right of way services to the County on an as-needed basis. 14 tasks were issued.

- ◆ **Tasks 1 & 2: West and East segments of West Pipkin Road.** FLAA was assigned nearly 60 parcels under the threat of condemnation with significant attorney representation and diverse, complex properties, including: trusts, churches, convenience stores, an auto repair facility, and a tow lot. FLAA successfully negotiated and closed over 85% of the needed parcels which included driveway connections and redesigns, non-monetary damage issues, and included acquisitions with business damages.
- ◆ **Task 3: Rolling Oaks.** FLAA was tasked with preparing a right of way cost estimate for an improved residential property.
- ◆ **Task 4: Wilson Acres.** FLAA was tasked with preparing a right of way cost estimate for two properties for drainage improvement.
- ◆ **Task 5: Eagle Lake.** FLAA was tasked with conducting voluntary acquisition of permanent easements of 6 parcels for a sidewalk.
- ◆ **Task 6: CR 557.** FLAA was tasked with preparing a 53-parcel right of way cost estimate for the widening of County Road 557.
- ◆ **Task 7: Duff Road.** FLAA was tasked and completed acquisition under the threat of condemnation of 3 parcels.
- ◆ **Task 8: French-Waynesville.** FLAA prepared a right of way cost estimate for a vacant commercial on 2 alternatives.
- ◆ **Task 9: Palmer Road.** FLAA prepared a right of way cost estimate for 5 parcels across 3 alternatives.
- ◆ **Task 10: Country Club at Buckeye Loop.** FLAA was tasked with preparing a right of way cost estimate for 9 parcels across 2 alternatives for intersection improvements.
- ◆ **Task 11: CR 557 Acquisition.** FLAA was tasked with the acquisition under the threat of condemnation of over 60 fee simple and temporary easements for County Road 557's widening project. There was considerable attorney representation and unique title/owner complexities, including HOA's, a roofing contractor, residentials, and significant federal liens and mortgages.
- ◆ **Task 12: CR542A Acquisition.** FLAA was tasked with the acquisition under the threat of condemnation of 11 fee simple parcels for County Road 542A's widening project. While there substantial attorney representation, many parcels were settled at appraised value.
- ◆ **Task 13 & 14: Thompson Nursery Rd.** FLAA was tasked with preparing a right of way cost estimate for over 100 parcels across three alternatives, with pond sites, for road widening. FLAA was additionally tasked with preparing an update for the final alignment with ponds.

**Florida Acquisition & Appraisal, Inc.**  
**Joseph Blair, MBA**  
**Project Manager / Senior Right of Way Agent**

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Joe has 30+ years of transportation right of way experience. His extensive background in all right of way disciplines includes acquisition, appraisal, relocation, cost estimating, property management, title, and condemnation suit preparation. He has provided services in several states: Florida, Pennsylvania, New York, and Mississippi. In Florida, he managed the highly successful US 1 Broadway project in West Palm Beach. He provided acquisition and relocation services on the I-4 Ybor City project for FLAA. He also provided acquisition, relocation, and property management services on the SR 9A (I-295) and 9B projects in Jacksonville. Joe has Florida Department of Transportation (FDOT) experience having worked for Districts 2, 4, 5, 7, and Turnpike. He has just completed 3 tasks in Osceola County, totaling over 100 parcel interests and a Needs Assessment Survey on time and under budget. In PA, he has successfully managed hundreds of projects for Pennsylvania DOT (PennDOT) including the Statewide P3 Rapid Bridge Replacement project-471 bridges where he managed production from 6 ROW firms and 2 Appraisal firms. He was the embedded ROW Project Manager in PennDOT Central Office for 3 years, working closely with PennDOT staff. His management skills and experience include being responsible for developing and implementing database and reporting systems for tracking all right of way activities which allows him to closely manage projects to ensure effective, efficient, and accurate services to client agencies.

**EDUCATION**

MBA – 2008 University of Phoenix (UOP)  
BS in Business Management, UOP; Undergraduate work: WV University, Marshall University, Palm Beach State College  
Florida Acquisition & Appraisal, Inc. Relocation Training Program

**International Right of Way Association (IRWA) courses:**

500 Uniform Relocation Assistance Act – Executive Summary  
501 Residential Relocation Assistance  
502 Business Relocation  
503 Mobile Home Relocation  
504 Computing Replacement Housing Payments  
506 Advanced Business Relocation Assistance  
102 Ethics-Elevating your Ethical Awareness

**Miscellaneous**

Univ. of North Florida Asbestos Building Inspector/Management Planner; Seagull Asbestos Building Inspector/Management Planner  
Sequitur Systems Intermediate Programming R:Base (database) Training  
Dale Carnegie Leadership Training for Managers

**PROFESSIONAL REGISTRATIONS, CERTIFICATIONS & AFFILIATIONS**

Real Estate Broker, State of Florida: License No. BK0595860  
Real Estate Limited Commercial Broker, State of North Carolina: License No. LC787  
IRWA Member

**EXPERIENCE**

**OSCEOLA COUNTY: Right-Of-Way (ROW) Acquisition Services for Road Improvement Projects on a Task Authorization Basis.**

FLAA was contracted to provide on-call right of way services to the County, with tasks issued for the **Simpson Road Widening project, Phases 2, 3, & 4** with Joseph Blair as Project Manager. This **Local Area Participation (LAP)** project was conducted in three (3) sections under the auspices of the URA to ensure that the County maintained funding. With over 100 fee simple, temporary construction easements, and perpetual easements, and despite a late start, FLAA successfully met an accelerated acquisition schedule of under twelve months, allowing the County to meet its financial deadlines earlier than its other LAP projects. FLAA was further responsible for conducting 35 business damage surveys and a Needs Assessment Survey for the Fortune Road section.

**POLK COUNTY: Countywide Right of Way Services.** FLAA was re-selected to provide on-call right of way services to the County.

- ◆ **County Road 557**, Project Manager, acquisition of 58 parcels with 71 interests along CR-557 linking Interstate 4 with the City of Lake Alfred for Polk County.
- ◆ **County Road 542A**, Project Manager, acquisition of 11 parcels, 9 residential and 3 commercial, for Polk County.
- ◆ **Thompson Nursery Road**, Right of Way Cost Estimate including 89 parcels with 3 alternatives.
- ◆ **Eagle Lake Loop Rd**, Project Manager and negotiator on this 6-parcel voluntary acquisition project.

**Florida Acquisition & Appraisal, Inc.**  
**Joseph Blair, MBA**  
**Project Manager / Senior Right of Way Agent**

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- ◆ **CR 557 Cost Estimate**, Project Manager on this complete FDOT-style 53-parcel estimate on the CR 557 corridor in northern Polk County, tying the City of Lake Alfred and surrounding communities to Interstate 4.
- ◆ **Duff Road at US 98**, Project Manager on this 3-parcel intersection improvement project.
- ◆ **French Ave/Waynesville Ave Drainage Project**, Project Manager on this 2-parcel cost estimate of commercial properties.
- ◆ **Wilson Acres Drainage Cost Estimate**: Provided QA/QC on this 2-parcel drainage improvement project.
- ◆ **Palmer Road Drainage Project**, Project Manager on this 5-parcel drainage improvement project.
- ◆ **Country Club Road at Buckeye Loop Road Intersection Improvement Project**, Project Manager providing services, estimating the cost of alternate 1-signalized intersection and alternate 2-a roundabout. 14 parcels were considered.
- ◆ **West Pipkin Road (Task 2)**, Joe is a Right of Way Agent for the East segment of where FLAA was issued over 20 parcels, with attorney representation. Joe has been tasked with numerous parcels.

**MANATEE COUNTY: Professional Land Acquisition and Relocation Services.** FLAA was contracted with Manatee County to provide right of way support services on an on-call basis with Joe as Project Manager on all tasks. Services under this contract included acquisition, relocation, record maintenance, production control, litigation support, appraisal services, and other miscellaneous and supplementary services as needed.

- ◆ **Task 1: Ellenton-Gillette Road at Mendoza Road (CIP #6092660).** FLAA was tasked, under a significantly abbreviated schedule, to acquire four parcels under the threat of condemnation. FLAA successfully performed all statutory requirements, preparing the County with the required support and documentation for proceeding with eminent domain.
- ◆ **Task 2: Port Harbor (101) and Upper Manatee River Road (118/818) Acquisition.** FLAA was tasked, under a significantly abbreviated schedule, to acquire one parcel under the threat of condemnation. This uncommon scenario included impacts from multiple roadway projects affecting different areas of a single parent tract. FLAA successfully performed all statutory requirements, preparing the County with the required support and documentation for proceeding with eminent domain.

**MANATEE COUNTY: Professional Land Acquisition and Relocation Services.** FLAA contracted with Manatee County to provide right of way support services on an on-call basis, with Joe serving as Project Manager. Services under this contract include acquisition, relocation, record maintenance, production control, litigation support, appraisal services, and other miscellaneous and supplementary services as needed.

- ◆ **Upper Manatee River Road** project, where FLAA is acquiring 91 fee simple, permanent & temporary easements from property owners. Joe was Project Manager.

**CITY OF WINTER HAVEN: Lake Elbert Trail Acquisition Project - Voluntary Pre-Condemnation Services.** FLAA was selected to identify and acquire all properties identified by the City of Winter Haven as necessary for the proposed Lake Elbert Trail Project, by donation and/or voluntary settlement. The 2.4 mile, 8-foot-wide paved trail impacted numerous parcels and provided a safe multimodal corridor and recreation opportunity for the community. Through significant negotiation efforts, technology-based innovative approaches, and consistent Project Manager availability for client communications, the project was completed with a **100% negotiated settlement rate** and did not ultimately require any condemnation proceedings. Joe was Project Manager & Senior Acquisition Agent.

**City of Winter Haven: Professional Right of Way Services.** FLAA contracted with the City of Winter Haven to provide right of way services on multiple tasks, with Joe serving as Project Manager. FLAA is acquiring fee simple, permanent & temporary easements from property owners.

- ◆ **Lake Elbert Trail** project – Voluntary acquisition of 50 parcels, 100% acquired avoiding appraisals and eminent domain, with 2 donations.
- ◆ **Akey** project – coordinated acquisition of an easement, owner in CA, using FLAA national title contacts.
- ◆ **Lake Elbert Drainage** project – Voluntary acquisition of 12 easement donations
- ◆ **Lake Howard Nature Park** project – Acquisition of the final key piece for a nature park.
- ◆ **Lake Howard Trail** project – Management and acquisition services for all services for the Lake Howard Trail project. Tasks include managing title services and a survey consultant. Acquisition will begin once the survey is complete.

**FDOT, DISTRICT 7: I-4 Ybor City – Relocation Coordinator, Acquisition, Relocation, Suit Preparation.** 162 displacees. Joe was the Relocation Administrator on this project, He reviewed relocation claims payment packages, RHPs, incidental expenses, move costs and related claims, and DS&S inspections. He personally provided service for 2 business and 17 residential displacees. He also negotiated numerous parcels to amicable settlements.

**Florida Acquisition & Appraisal, Inc.**  
**Huchani Dodd, SR/WA, R/W-RAC, R/W-NAC**  
**Senior Right of Way Agent**

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Huchani Dodd has over 27 years of extensive right of way expertise, including providing relocation assistance services to affected displacees (business and residential), negotiating complex and non-complex parcels with owners/attorneys on improved and unimproved properties, and obtaining executed agreements. Huchani also has experience as a Florida Department of Transportation (FDOT) Central Office Property Management Agent, where she assisted with the development, implementation, and maintenance of rules, procedures, and forms for the property management program. In addition, she conducted collegial visits and/or quality assurance reviews (QAR) for the property management program and assisted in the development and presentation of effective training for the program. Huchani's experience also includes determining move cost reimbursements, fixed payment eligibility, and reestablishment expense payments for businesses, computing replacement housing payments for residential relocatees, and providing advisory services to displacees displaced as a result of roadway reconstruction work. Huchani currently works in-house at FDOT's District 6 office and provides various right of way services for the North Carolina Department of Transportation.

**EDUCATION & CONTINUING EDUCATION (Selected)**

Bachelor of Science, Business Administration: Florida A&M University, Tallahassee, FL, 1997  
Various Courses (496 classroom hours): International Right-of-Way Association (IRWA)  
Various Courses (120 classroom hours): Appraisal Institute  
Asbestos Building Inspector Training Course, Asbestos Management Planner Training Course  
NHI Advanced Relocation Course

**PROFESSIONAL REGISTRATIONS, CERTIFICATIONS & AFFILIATIONS (Selected)**

Real Estate Sales Associate, State of Florida: License No. SL3166996  
Real Estate Sales Associate, State of Georgia: License No. 314146  
Real Estate Sales Associate, State of North Carolina: License No. LC864  
IRWA Senior Member: SR/WA, R/W-RAC, R/W-NAC  
IRWA Education Chair, Chapter 76 (2002-2003)  
IRWA Treasurer, Chapter 76, (2009-2013)  
Notary Public, State of Florida: License No. HH 518434

**EXPERIENCE**

**NORTH CAROLINA DEPARTMENT OF TRANSPORTATION: On-Call Limited Right of Way Services.** FLAA was contracted to provide Right of Way Services on an on-call basis. A collaborative program management task was issued which required FLAA staff to oversee NCDOT's training program, including planning and scheduling, instructor screening, program development, course coordination/evaluation, and more. Huchani provided various ROW services to NCDOT inclusive of ROW Special Projects Assistance, Program Management, Training, & Project Analysis. Huchani facilitates the NCDOT Training Program by negotiating fee and instructor contracts, planning, and developing course calendars, evaluating course content and developing testing modules. Huchani is also assisting with the development and implementation of a Quality Assurance program as well as the development and presentation of a Workshop Series for the Relocation discipline.

**NORTH CAROLINA DEPARTMENT OF TRANSPORTATION: On-Call Limited Right of Way Services.** FLAA was contracted to provide Right of Way Services on an on-call basis. A collaborative program management task was issued which required FLAA staff to oversee NCDOT's training program, including planning and scheduling, instructor screening, program development, course coordination/evaluation, and more. Huchani provided various ROW services to NCDOT inclusive of ROW Special Projects Assistance, Program Management, Training, & Project Analysis. Huchani facilitates the NCDOT Training Program by negotiating fee and instructor contracts, planning, and developing course calendars, evaluating course content and developing testing modules. Huchani is also assisting with the development and implementation of a Quality Assurance program as well as the development and presentation of a Workshop Series for the Relocation discipline.

**FDOT, DISTRICT 6: Districtwide Right of Way Acquisition & Relocation Continuing Services Contract.** FLAA was re-selected for this Continuing Services contract to provide full-service right of way staffing for Acquisition and Relocation for the District encompassing Miami-Dade and Monroe Counties. This is full-service contract included scope for right of way acquisition, negotiations, relocation, cost estimating, suit information support, and related services contract. Huchani continues to work for District 6 as an in-house consultant for this districtwide contract. Her services include relocation and acquisition as dictated by the district.

**Florida Acquisition & Appraisal, Inc.**  
**Huchani Dodd, SR/WA, R/W-RAC, R/W-NAC**  
**Senior Right of Way Agent**

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**FDOT, DISTRICT 6: Districtwide Clearing & Leasing.** FLAA was contracted to provide full-service property management services and staffing. The contract calls for a wide range of potential services including GIS mapping, asbestos inspection and abatement, litigation support, demolition and removal, surplus and leasing, and environmental management. Huchani was Project Manager, providing oversight and coordination of subconsultant tasks performed for the District.

**FDOT, DISTRICT 6: Districtwide Right of Way Acquisition & Relocation Continuing Services Contract.** FLAA was selected for this Continuing Services contract to provide full-service right of way staffing for Acquisition and Relocation for the District encompassing Miami-Dade and Monroe Counties. This was a full-service contract that included scope for right of way acquisition, negotiations, relocation, cost estimating, suit information support, and related services contract.

**FDOT, District 6: Districtwide Property Management – ATKINS.** Huchani provided District 6 with in-house property management services and encroachment-related activity.

**Miami-Dade Transit: SW 344 Park-and-Ride – ATKINS.** As a senior relocation agent, Huchani provided relocation and advisory services, including the location of residential and business replacement sites; conducted business and household surveys; reviewed move cost estimates; prepared claims and needs assessment survey reports; determined move cost reimbursements, fixed payment eligibility, and reestablishment expense payments; and computed replacement housing payments. Length: ≤ 1 mile.

**Miami-Dade Transit: 7th Avenue Transit Village – ATKINS.** As a senior relocation agent, Huchani provided relocation and advisory services, including the location of business replacement sites; conducted business surveys, reviewed move cost estimates, and prepared claims and needs assessment survey reports. She also determined move cost reimbursements, fixed payment eligibility, and reestablishment expense payments. Performed property management activities as dictated by the Agency which included rent collection, the maintenance of rent reports and addressing certain tenant concerns. Length: ≤ 1 mile.

**Miami-Dade Transit: Miami Intermodal Center (MIC) – Earlington Heights Metrorail Connector – ATKINS (f/k/a PBS&J).** As a Senior Relocation Agent, Huchani provided relocation and advisory services, including the location of residential and business replacement sites. She also conducted household and business surveys, computed replacement housing payments, reviewed move cost estimates, prepared claims, determined move cost reimbursements, fixed payment eligibility, and reestablishment expense payments.

**FDOT, District 6: SR 826/SR 836 Right of Way Acquisition and Relocation Services Program, Miami-Dade County – ATKINS (p/k/a PBS&J).** As a Senior Relocation Agent, Huchani provided relocation and advisory services, including the location of business replacement sites, conducted business surveys, reviewed move cost estimates and prepared claims. She also determined move cost reimbursements, fixed payment eligibility, and reestablishment expense payments. Length: 2-4 miles.

**Community Redevelopment Agencies: Riviera Beach, Lake Worth and Boynton Beach, Palm Beach County, FL – The Urban Group.** As a Relocation Specialist, Huchani was responsible for interviewing potential displaces, owners and tenants for relocation assistance determination; providing relocation advisory services; and assisting in preparing relocation claims for move costs and/or replacement housing payments.

**FDOT, District 4: SR 80 (Southern Boulevard), Palm Beach County, FL – The Urban Group.** As a Relocation Specialist, Huchani provided relocation services which involved interviewing potential displacees, owners, and tenants for relocation assistance determination; conducted household and business surveys; located residential and business replacement sites. She also provided relocation advisory services; computed replacement housing payments; and assisted in the preparation of relocation claims for move costs and/or replacement housing payments. Length: +/- 5 miles.

**FDOT, Central Office, Tallahassee, FL.** As State Property Management Agent, Huchani assisted in the development, implementation and maintenance of rules, procedures and forms for the Property Management Program; conducted collegial visits and/or Quality Assurance Reviews (QARs) for the Property Management Program; assisted in identification, development and presentation of effective training for the Property Management Program; coordinated Asbestos Certification/Recertification Courses and the Statewide Property Management Meeting; participated in the preparation of reports reflecting the current status of the programs in right of way production statewide.

# Florida Acquisition & Appraisal, Inc.

David Montalvo

## Senior Right of Way Agent

David Montalvo is an innovative right of way agent with over 10 years of real estate & right of way experience. David provides project management and production, to include acquisition & negotiation, cost estimating & route analysis, closing support, form production and control, quality control & assurance, and contract management for FDOT and municipality projects throughout Florida. His understanding and competence with information technology provides increased productivity, efficiency, and quality assurance to assigned tasks. David also served 17 years as a Paralegal in the U.S. Army Reserves, with numerous overseas deployments, and was awarded two Meritorious Service Medals. He brings his adaptability and professionalism to FLAA's corporate office in Tampa.

### EDUCATION

Bachelor of Science Courses, Criminal Justice: Strayer University, 2012-2013  
Associate of Arts, Business Administration: American InterContinental University, 2005  
International Right of Way Association Courses:  
Course 100 – Principles of Land Acquisition  
Course 218 – Right of Way Acquisition for Electrical Transmission Projects  
Course 600 – Environmental Awareness  
Course 801 – U.S. Land Titles

### PROFESSIONAL LICENSES & CERTIFICATIONS

Real Estate Sales Associate, State of Florida: License No. SL3146477  
Real Estate Limited Commercial Broker, State of North Carolina: License No. LC571  
Notary Public, State of Florida: Commission No. HH 331811  
Certified Asbestos Building Inspector: Certificate No. 01132209AM  
Certified Asbestos Management Planner: Certificate No. 01212204PM

### PROFESSIONAL REGISTRATIONS & AFFILIATIONS

International Right of Way Association: Member No. 7926328

### EXPERIENCE

**PINELLAS COUNTY | WSP: Forest Lakes Blvd Phase III from SR580 to SR584/Tampa Road (2022-2025).** FLAA was subcontracted to prepare a right of way cost estimate for 13 parcels in a commercial corridor with ownerships including a shopping center and a gas station. Some parcels were designed with multiple impacts, and included fee simple, permanent easements, and temporary construction easements. After years of project revisions and design changes, FLAA completed the right of way cost estimate within 60-days. David served as Contract Manager, QA, and Cost Estimator.

**PASCO COUNTY | ACP: Tower Road Route Study and Pond Siting Analysis Report.** FLAA, as subconsultant to American Consulting Professionals, was contracted to provide right of way cost estimating services as part of the Tower Road Extension. The first phase required a feasibility study for crossing US Highway 41 at Caliente Boulevard. The parcels evaluated for the initial study included a design for multiple whole and partial acquisitions of residential and commercial properties, with complexities including access restrictions and monument signage. The second phase required evaluating 40 properties on two alternatives intended to connect Tower Road to Sunlake Boulevard in existing and new roadways. David was Project Manager, QA, and Cost Estimator for this 2-phase project.

**MANATEE COUNTY: Professional Land Acquisition and Relocation Services.** FLAA was contracted with Manatee County to provide right of way support services on an on-call basis. Services under this contract included acquisition, relocation, record maintenance, production control, litigation support, appraisal services, and other miscellaneous and supplementary services as needed. The first task for the County is acquisition services on the **Upper Manatee River Road** project, where FLAA acquired nearly a hundred fee simple, permanent easements, and temporary construction easements. David was an acquisition agent responsible for negotiating complex parcels, including a golf course, homeowners' association, agricultural businesses, and residential properties both with and without attorney representation.

**POLK COUNTY: Countywide Right of Way Services.** FLAA was re-selected to provide on-call right of way services to the County on an as-needed basis. 14 tasks were issued. David served as Contract Manager, QC/QA, Cost Estimator, and Acquisition Agent.

◆ **Tasks 1 & 2: West and East segments of West Pipkin Road.** FLAA was assigned nearly 60 parcels under the threat of condemnation with significant attorney representation and diverse, complex properties, including: trusts, churches, convenience stores, an auto repair facility, and a tow lot. FLAA successfully negotiated and closed over 85% of the needed parcels which included driveway connections and redesigns, non-monetary damage issues, and included acquisitions with business damages.

# Florida Acquisition & Appraisal, Inc.

David Montalvo

## Senior Right of Way Agent

- ◆ **Task 6: CR 557.** FLAA was tasked with preparing a 53-parcel right of way cost estimate for the widening of County Road 557.
- ◆ **Task 11: CR 557 Acquisition.** FLAA was tasked with the acquisition under the threat of condemnation of over 60 fee simple and temporary easements for County Road 557's widening project. There was considerable attorney representation and unique title/owner complexities, including HOA's, a roofing contractor, residentials, and significant federal liens and mortgages.
- ◆ **Task 13 & 14: Thompson Nursery Rd.** FLAA was tasked with preparing a right of way cost estimate for over 100 parcels across three alternatives, with pond sites, for road widening. FLAA was additionally tasked with preparing an update for the final alignment.

**OSCEOLA COUNTY: Right-Of-Way (ROW) Acquisition Services for Road Improvement Projects on a Task Authorization Basis (2021-2026).** FLAA was contracted to provide on-call right of way services to the County, with tasks issued for the **Simpson Road Widening project, Phases 2, 3, & 4.** This **Local Area Participation (LAP)** project was conducted in three (3) sections under the auspices of the URA to ensure that the County maintained funding. With over 100 fee simple, temporary construction easements, and perpetual easements, and despite a late start, FLAA successfully met an accelerated acquisition schedule of under twelve months, allowing the County to meet its financial deadlines earlier than its other LAP projects. FLAA was further responsible for conducting a Needs Assessment Survey and multiple business surveys.

**HILLSBOROUGH COUNTY | Burgess & Niple: Lithia Pinecrest Road Project Development & Environmental (PD&E) Study.** FLAA was contracted with Burgess & Niple to provide right of way cost estimating for the Lithia Pinecrest Road widening project from Fishhawk Boulevard to Lumsden Road (CIP #69649000). The estimate required evaluating over 170 commercial and residential properties on multiple alternatives and pond sites. David was Assistant Project Manager, Cost Estimator, and QA Reviewer.

**HILLSBOROUGH COUNTY | HNTB: 131<sup>st</sup> Avenue.** The goal of this PD&E was to provide an enhanced multimodal corridor with improved safety, mobility and congestion relief through a context and environmentally sensitive design supported by the community and key project stakeholders. Network Improvements primarily focused on the E 131st Avenue corridor, a 2-lane undivided road, from US 41 (N Nebraska Avenue) to N 30th Street (Bruce B. Downs Boulevard) with multimodal connections to the corridor from Fowler Avenue to Fletcher Avenue. The improvements include turn lane improvements, enhanced pedestrian, bicycle and bus facilities, and other complete street improvements.

**HILLSBOROUGH COUNTY | RK&K: Tampa Bypass Canal Trail PD&E.** FLAA was tasked to perform right of way cost estimates along the bypass canal for a paved extension of the pedestrian trail from N. 34<sup>th</sup> Street to CR581 (Bruce B Downs Blvd). Along this ±13-mile stretch, the trail travels through segments of industrial influence, residential influence, and mostly environmentally sensitive lands to the north. This estimate included evaluating over 80 parcels across 10 segments and two alternatives. David served as assistant Project Manager, and provided contract management, cost estimating, research/review, and QC/QA.

**HILLSBOROUGH COUNTY | FALLER-DAVIS: Van Dyke Road Widening [PD&E and Acquisition].** FLAA was initially subcontracted to provide cost estimates for this project, where David provided cost estimating and contract support on the alternatives. The project was federalized and FLAA was tasked with providing an update to the cost estimate. While FLAA was also contracted to provide acquisition services during the design phase, the project funding was ultimately pulled, and the project was shelved.

**HILLSBOROUGH COUNTY | ACP: Intersection Improvements.** The goal of this PD&E was to provide enhanced intersections with improved safety, mobility, and congestion relief at six commercially developed areas along the busy State Road 60 corridor. David was a right of way agent assigned to provide cost estimating support, research, and quality control.

**HILLSBOROUGH COUNTY | ACP: University Area Transportation Improvements.** The goal of this PD&E was to provide enhanced safety, mobility, and congestion relief at eight commercially and residentially developed areas. David was assigned as a right of way agent to provide cost estimating support, research, and quality control.

**HILLSBOROUGH COUNTY | JMT: Intersection Improvements.** The goal of this PD&E was to provide enhanced intersections with improved safety, mobility, and congestion relief at six mixed developed areas along Himes Ave, Bearss Ave, & Ehrlich Rd. David was a right of way agent assigned to provide cost estimating support, research, and quality control.

**CITY OF LAKELAND: Continuing Contract and Agreement for Right of Way Acquisition Professional Services.** David provides Project Administration, Quality Control, and served as a Right of Way Agent for this task-oriented, multi-year contract. Task 1 of this contract for Brunnell Parkway was completed with the acquiring of voluntary perpetual easements for sidewalk development and improvement. Task 2 was for voluntary acquisition to establish Lake Parker's tributary for improving water quality in the community.

# Florida Acquisition & Appraisal, Inc.

## Beth Rosebrooks Senior Right of Way Agent

Beth Rosebrooks, is a right of way agent with over twenty years of real estate and project management related experience, including support to demolition projects, report preparation and administration, cost estimating, schedule management, budget and financial oversight, and project-related communications. Beth has experience across the State of Florida and Delaware, acquiring real property in fee simple, permanent and temporary easements, rights of entry, and more, across transportation and electric projects. Beth also served as the South District Appraisal Manager for the state of Delaware for 8 of her years with the Delaware Department of Transportation. She also has extensive experience managing electronic and hard copy files, project databases, editing and reviewing documents for quality control, and distributing various types of marketing communications. Beth is based in FLAA's corporate office in Tampa, FL.

### EDUCATION & CONTINUING EDUCATION

Real Estate Sales Associate Pre & Post-Licensing: Florida Real Estate Commission (multiple courses)

Bachelor of Science in Legal Studies from Wilmington University, Dover and Wilmington, Delaware

FDOT-Office of Right of Way: Fundamentals of Land Title, Acquisition, and Eminent Domain

#### International Right of Way Association (IRWA):

100 Principles of Land Acquisition

103 Ethics & the R/W Profession

104 Standards of Practice for the R/W Professional

105 The Uniform Act Summary

200 Principles of Real Estate Negotiation

201 Communications in Real Estate Acquisition

207 Practical Negotiations for US Funded Land Acquisition

230 Oil and Gas Land Basics and Related Surface Rights Issues

401 The Appraisals of Partial Acquisitions

403 Easement Valuation

410 Reviewing Appraisals in Eminent Domain

501 Residential Relocation Assistance

502 Nonresidential Relocation Assistance

504 Computing Replacement Housing Payments

505 Adv Residential Relocation Assistance

600 Environmental Awareness

603 Understanding Environmental Contamination in Real Estate

604 Environmental Due Diligence and Liability

800 Principles of Real Estate Law

802 Legal Aspects of Easements

803 Eminent Domain Law for R/W Professionals

900 Principles of Real Estate Engineering

#### Appraisal Institute:

Basic Appraisal Principles

Basic Appraisal Procedures

15-Hour National USPAP Course

Residential Market Analysis and Highest and Best Use

Residential Sales Comparison and Income Approaches

Residential Site Valuation and Cost Approach

Residential Report Writing and Case Studies

Delaware Law, Rules and Regulations

Delmarva Resort and Real Estate Outlook

7-Hour National USPAP Update Course

### PROFESSIONAL REGISTRATIONS, CERTIFICATIONS & AFFILIATIONS

Real Estate Sales Associate, State of Florida: License No. SL3515768

Notary Public, State of Florida: Commission No. HH 697000

International Right of Way Association (IRWA) Chapter 26 Member 2021-Present

International Right of Way Association (IRWA) Chapter 56 Member 2005-2016

International Right of Way Association (IRWA) Chapter 56 International Director (2010)

Chapter 56 President and International Director 2009

Chapter 56 Vice President 2008

Chapter 56 Secretary 2007

### EXPERIENCE

**MANATEE COUNTY: Professional Land Acquisition and Relocation Services (2025-2030).** FLAA was contracted with Manatee County to provide right of way support services on an on-call basis. Services under this contract included acquisition, relocation, record maintenance, production control, litigation support, appraisal services, and other miscellaneous and supplementary services as needed. Beth is a Right of Way agent for this project and has been able to successfully work with attorneys and land owners to agree on compensation through good faith negotiations.

- ◆ **Task 1: Ellenton-Gillette Road at Mendoza Road (CIP #6092660).** FLAA was tasked, under a significantly abbreviated schedule, to acquire four parcels under the threat of condemnation. FLAA successfully performed all statutory requirements, preparing the County with the required support and documentation for proceeding with eminent domain.

# Florida Acquisition & Appraisal, Inc.

## Beth Rosebrooks

### Senior Right of Way Agent

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**FDOT, DISTRICT 5: Continuing Services for Right of Way Consultant Services (2024-2029).** FLAA was selected for this Continuing Services contract to provide full-service right of way support, including Acquisition, Relocation, Appraisal Review, Cost Estimating, Suit Support, Business Damage Claims, and more. Beth served as one of the Acquisition Agents for needed properties. In this capacity, she was able to negotiate in good faith with the landowner. She attended the appraisal inspection and was able to explain to the land owner what to expect in the next steps, field phone calls, calm any fears that they may have and work with them through the closing process.

- ◆ **Task 1: Trucking Parking, Central Florida Corridor (Osceola County).** FLAA's first task under this full-service contract was the acquisition, under the threat of condemnation, of 14 parcels. Scope included acquisition, negotiation, suit information, closing, and inventory/inspections.

**FDOT, DISTRICT 4: Districtwide Acquisition & Relocation Services [DOW97] (2023-2028).** FLAA was once again selected for this Districtwide contract to provide right of way acquisition, negotiations, relocation, cost estimating, suit information support, property management, survey, mapping, general contracting, land planning, cost-to-cure, language translation and interpretation, environmental/asbestos management, and business damage estimating. Beth provided QA/QC-FLAA internal audit completion

- ◆ **Tasks 1 & 5 – Lantana Road:** included acquisition of fee simple and easement interests from high-density, complex properties in a commercial corridor with over 60 identified business interests at the SR-9/I-95 and Lantana Road interchange in the Town of Lantana, Florida. Properties affected included a Publix shopping plaza with three tenants identified for optional relocation, Costco, Wells Fargo, a self-storage facility, medical suites, and more. Due to project design changes resulting in a schedule extension and parcel revisions, a majority of the parcels were reissued under a new task order.
- ◆ **Task 3 – Woolbright Road:** included a multi-tenant professional office building and a neighboring common access entrance used by hundreds of business tenants. Property management included the demolition of an electric business monument sign.
- ◆ **Task 4 – 45th Street:** consisting of commercial developments impacted by fee-simple and a temporary construction easement. Businesses included a Holiday Inn Express, RaceTrac fuel station, Cadillac dealership, and a Wawa.

**CITY OF WINTER HAVEN: Florence Villa CRA (2024-2025).** FLAA was contracted by the City to assist the Community Redevelopment Agency (CRA) with identifying parcels for potential voluntary acquisition, developing Agent Price Estimates or managing appraisal services, coordinating title, and acquiring the parcels for development of affordable housing within the CRA area. The project also provided the City the opportunity to purchase and assemble whole properties that may otherwise be uneconomic or undevelopable due to previous roadway projects. As one of the Right of Way Agents for this project, Beth did property research, pulled comparable sales and listings for the various assigned properties, created Agent Price Estimates, and negotiated with property owners specifically selected by the CRA.

**CITY OF NORTH PORT: Retention Ditch 146 (2025-2026).** FLAA provided right of way services such as Voluntary Acquisition and Negotiations, Appraisal, and Title Coordination Support for the Department of Public Works Road and Drainage District. This project required willing seller outreach and the voluntary acquisition of a residential lot for permanent access to Retention Ditch 146 (R-146), part of the City's stormwater conveyance system. The acquisition enabled future maintenance and rehabilitation of the drainage systems. As the acquisition Agent, Beth contacted the landowners and negotiated terms of the purchase agreement and coordinated with the title company for closing.

**CITY OF NORTH PORT: Public Works Solid Waste District-additional areas needed for Solid Waste Transfer Station-** FLAA provided right of way services such as Voluntary Acquisition and Negotiations, Appraisal, and Title Coordination Support for the Department of Public Works Road and Solid Waste District. This project required willing seller outreach and the voluntary acquisition of multiple residential lots needed for parking and equipment storage area for an approved Solid Waste Transfer Station. The acquisitions enabled future critical long term operations of the new Transfer Station before the area becomes further developed. As the acquisition Agent, Beth contacted the landowners and negotiated terms of the purchase agreement and coordinated with the title company for closing.

**CITY OF NORTH PORT: Water Control Structure No. 120 (2025-2026).** Water Control Structure No. 120 (WCS-120) was another stormwater conveyance structure which was surrounded by parcels that were sold to a development corporation without leaving adequate land for access. The City of North Port's Public Works Department requested FLAA conduct voluntary acquisition efforts for an entire parcel, to allow for future access, maintenance, and provide land needed for their connectivity plan. This project included a variety of right of way services including Voluntary Negotiation and Acquisition, Title Coordination Support, and Appraisal. As the acquisition Agent, Beth contacted the landowner and negotiated terms of the purchase agreement and coordinated with the title company for closing.

## Summary of Capabilities

Geotechnical Engineering  
Civil Engineering  
Foundation Engineering  
Project Management  
Engineering Management  
Ground Subsidence Investigations  
Construction Materials Testing and Inspection

## Years of Experience

With Tierra: 18 Years  
With Other Firms: 7 Years

## Education

BS, Civil Engineering, University of South Florida, 2000

## Professional Organizations/Registrations

Florida Professional Engineer, No. 65514  
National Society of Civil Engineers

Mr. Scott has 23 years' experience in geotechnical investigation and evaluation for roadway and bridge design, industrial, commercial, high-rise, and residential projects. In addition, he has worked on many water and wastewater projects including pipeline work as well as pump stations and treatment plant types of projects.

His experience includes shallow and deep foundation analyses, retaining wall design, settlement analyses, and pavement evaluation. Mr. Scott also has extensive experience with Pile Integrity Testing (PIT) and Cross-Hole Sonic Logging (CSL). In addition to his geotechnical experience, Mr. Scott has also provided project management and project consulting services for construction materials testing and inspection projects including high-rise, industrial, roadway, commercial and residential projects.

## PROJECT EXPERIENCE

Barclay Avenue from Lucky Lane to Cortez Boulevard, Hernando County  
Barclay Avenue from Powell Road / Elgin Boulevard to San Antonio Road Phase 2, Hernando County  
WREC Barclay Road Substation, Hernando County  
Kadri Boulevard and Evergreen Woods Trail Realignment and Extension, Hernando County  
Star Road and Sunshine Grove Road Intersection Improvements, Hernando County  
Weeping Willow Street from Mountour Street to Star Road Improvements, Hernando County  
Septic to Sewer Improvements District A Phase 1, Hernando County  
Anderson Snow Road and Corporate Boulevard Improvements, Hernando County  
Anderson Snow Splash Park, Hernando County  
Fort Dade Avenue from Cobb Road to Ponce De Leon Boulevard, Hernando County  
Cyril Drive Bypass Road from Kettering Road to Cyril Drive, Hernando County  
Calienta Street from Shoal Line Boulevard to Maplewood Drive Stormwater and Roadway Improvements, Hernando County  
CR 476 (Lake Lindsey Road) Widening from Snow Memorial Highway to US 41 (Broad Street), Hernando County  
Spring Hill Road at Princeton Road Intersection Improvements, Hernando County  
SR 574 (Spring Hill Drive) Traffic Signal System at Citizen's Center for Success/Princeton Road, Hernando County  
Cracker Crossing/Sunrise Boulevard Extension and Sherman Hills Boulevard Re-alignment, Hernando County  
US 41 (Broad Street) and Croom Road Signalization, Hernando County  
Lake Lindsey Road at Ponce De Leon Boulevard, Hernando County  
Howell Avenue Sidewalk Reconstruction from West Fort Dade Avenue to Irene Avenue, Hernando County  
Kadri Boulevard and Evergreen Woods Trail Additional Pavement Cores, Hernando County  
East Summit Road and Joseph Street Drainage Improvements, Hernando County  
Ridge Road Extension Phase 2B from Sunlake Boulevard to US 41, Pasco County  
Old Pasco Road from CR 54 to North of Overpass Road, Pasco County  
Buena Vista Lane Pavement Evaluation, Pasco County  
Curley Road and Overpass Road Signalization, Pasco County  
SR 544 from US 27 to SR 17, Polk County  
Yates Road and Ewell Road Improvements Mast Arm Signals, Polk County  
Harden Boulevard Widening and Re-alignment, Polk County  
Rockridge Road Bridge Replacement, Polk County  
CR 540A Phase 1 Pond Investigation, Polk County

# Thomas E. Musgrave, P.E.

Geotechnical Engineer



## Summary of Capabilities

Geotechnical Engineering  
Structural Engineering  
Structural Damage Evaluations  
Structural and Geotechnical Analysis  
Project Management  
Numerical Modeling of Soft Soil Embankments  
Numerical Modeling of Soil-Structure Interaction

## Years of Experience

With Tierra: 13 Years  
With Other Firms: 1 Year

## Education

B.S., Civil Engineering, University of South Florida, 2011

## Professional Organizations/Registrations/Awards

Florida Professional Engineer, License No. 81669  
American Society of Civil Engineers

Mr. Musgrave has worked in the field of Structural and Geotechnical Engineering for more than 14 years, starting as an intern and gaining experience in structural damage assessment, structural analysis, ground subsidence, water intrusion, roof inspection, cause and origin forensic investigation, and soils and materials testing. His experience includes working on structural forensic investigations as well as FDOT roadway projects, subsidence investigations, structural bridge analysis, pavement evaluation, MSE wall analysis, corrosion testing and research. He has performed FDOT projects for Districts I, V, VII and the Florida's Turnpike Enterprise. Mr. Musgrave also has extensive experience in structural testing including GPR evaluation of concrete and steel reinforcement.

## Relevant Project Experience

Elgin Boulevard Force Main, Hernando County  
Powell Road Drainage Retention Area, Hernando County  
Lake Lindsey Road Phase 3 Widening from Old Crystal River Road to Snow Memorial Highway, Hernando County  
Howell Avenue Sidewalk Reconstruction from West Fort Dade Avenue to Irene Avenue, Hernando County  
Lake Lindsey Road at Ponce De Leon Boulevard, Hernando County  
Orange Belt Trail from Little Road to Gunn Highway, Pasco County  
Dan Brown Hill Road Roadway and Drainage Improvements, Hernando and Pasco Counties  
Plantation Palms Boulevard and Collier Parkway Signalization, Pasco County  
Cypress Creek Road and County Line Road Traffic Signal, Turn Lane and Sidewalk Design, Pasco County  
Little Road and Denton Avenue Turn Lane Improvements, Pasco County  
Dixie Grove Estates Drainage Improvements, Pasco County  
Trinity Boulevard and Cool Springs Parkway Signals, Pasco County  
Old Pasco Road at Overpass Road Pond Design, Pasco County  
County Line Road Sidewalk Improvements from Northwood Palms Road to Big Creek Drive, Pasco County  
Roadway Cores for Resurfacing FY22, Sarasota County  
City of Sarasota Modern Roundabout Improvement along Ringling Boulevard, Sarasota County  
City of North Port Toledo Blade Boulevard Utility Extensions, Sarasota County  
City of North Port Sumter Boulevard Utility Extension, Sarasota County  
Executive Drive / Commercial Court at Jacaranda Boulevard, Sarasota County  
Myakka Road over Myakka River Bridge Replacement, Sarasota County  
Old Landfill Road Safety Improvements, Charlotte County  
Tiger IX Grant (Immokalee Complete Streets) Design Criteria, Collier County  
Whitfield Avenue East Roadway Improvements, Manatee County  
Vanderbilt Beach Road (CR 862) Bicycle Lane Improvements, Collier County  
Sunshine Boulevard from 17<sup>th</sup> Avenue SW to Green Boulevard, Collier County  
CR 720 (Canal Road) from SR 78 to Dead End Pavement Evaluation, Glades County  
Buffalo Jim Loop Improvements, STOF Big Cypress Reservation, Hendry County  
South Boundary Road Improvements, STOF Big Cypress Reservation, Hendry County



# Alvin Santiago, PSM, PLS

Operations Manager

### Registrations

Professional Surveyor/Mapper, FL, #LS7160, 2017

Professional Land Surveyor, IL, #035.003978, 2017

Professional Land Surveyor, PR, #22893, 2005

### Education

Master of Business Administration, Project Management - University of El Turabo Gurabo, 2011

Bachelor of Science, Land Surveying and Topography - University of Puerto Rico, 2001

### Certifications

OSHA 8-Hour Fall Protection

### Affiliations

Florida Surveying and Mapping Society

### Years of Experience

Total: 25

With WGI: 3

### Office Location

Orlando

Alvin has more than two decades of experience in surveying and mapping and a record of success working on multi-million-dollar high-profile construction projects for the public, commercial, and private sectors. He has excellent organizational, time management, analytical, and problem-solving skills and directs construction and surveying projects in the United States and Puerto Rico. He is an experienced professional land surveyor with a wide range of projects, including right-of-way surveying and mapping, route design surveys, boundary surveys, topographic mapping, high-definition surveying, geodetic and bathymetric surveys, and wetland mapping. He also is experienced in writing and editing proposals, invoicing, and reviewing budgets and schedules.

### Relevant Experience

Brooksville South A-Frame Topographic Survey, Hernando County, FL, CEMEX, Inc., Survey Manager. Alvin served as the survey manager on this project WGI established main control and conducted topographic and boundary surveys, including property boundaries, targeted topographic areas, and static and aerial lidar.

North Sunlake Boulevard from Ridge Road to SR 52 Roadway Development, Pasco County, FL, Metro Development Group, Survey Manager. Alvin served as the survey manager on this project. This project was designed and permitted approximately four miles of the road from SR 52 to the future Collector Road south of the future Ridge Road alignment. The roadway section included a four-lane, divided urban curb and gutter (expandable to six lanes) with five-foot bike lanes, a six-foot sidewalk, a 12-foot multi-use path (located on the opposite side), and a five-foot communications easement adjacent to the multi-use path. The roadway design also included the design of several roundabout intersections.

Cotee/Bear Creek WMP Update Watershed Evaluation Survey, Pasco County, FL, Southwest Florida Water Management District, Project Manager. Alvin served as project manager-survey for this project that provided land surveying support in the verification of stormwater hydraulic features and drainage patterns for a 170 square mile watershed site located in Pasco and Hernando Counties. The GPS services were provided in support of a watershed evaluation update requested by the South Florida Water Management District. Services included the development and update of the water management program, watershed evaluation, modeling, and planning.

SR 60 from East of US 41/SR 599/North 50th Street to East of US 301/SR 43, Hillsborough County, FL, FDOT District 7, Survey Manager. Alvin was the lead design surveyor. He was responsible for additional topographic/digital terrain models, including establishing horizontal and vertical control, locating all above-ground features and improvements, and shooting all break lines and high and low points. The scope consisted of preserving and extending the life of the existing roadway facility. Improvements included milling and resurfacing existing lanes and shoulders. This project also provided signing and pavement marking, intersection improvements, Americans with Disabilities Act improvements, new sidewalks on both sides of the roadway, and drainage work. The team completed all work within the existing right-of-way. The scope realigned the existing intersection at Orient Road and upgraded it to a mast arm traffic signal.





# Lynn Riley-Zolezzi, AICP

Manager, Transportation Planning

## Registrations

American Institute of Certified Planners, FL, #019841, 2002

## Education

Master of Arts, Urban Planning - Florida Atlantic University, 2005

Bachelor of Business Administration, Real Estate - Florida Atlantic University, 1990

## Affiliations

Palm Beach County Planning Congress

American Planning Association Leadership Palm Beach County Association of Eminent Domain Professionals

Women of Commercial Real Estate

American Institute of Certified Planners

## Years of Experience

Total: 33

With WGI: 25

## Office Location

West Palm Beach

Lynn has extensive experience providing professional planning and design services in the public and private sectors. She provided planning support for land acquisition through the eminent domain process and master planning for cities, neighborhoods, and property owners. She also facilitated the adoption of future land use plan amendments, modification to developments of regional impacts, rezonings, site plans, master planning, and plats. Lynn is qualified as an expert in interpreting comprehensive plans and land development regulations throughout Florida. She provided expert witness testimony at trial, pretrial mediations, and order of take hearings.

## Relevant Experience

Owner's Representative Services for 2020 Bonded Transportation Program, Clay County Board of County Commissioners, Clay County, FL, "right-of-way (ROW) Manager. Lynn and WGI served as the owner's representative for a \$130M roadway improvement bond program for seven road widening projects in Clay County, Florida. Lynn responsibilities included advising the project team on alternative alignments in order to mitigate property impacts. She prepared ROW impact/alternative alignment reports for six different roadway segments. As ROW Manager, she was responsible for preparation of cost estimates, appraisal reviews, compensation/counteroffer recommendations, evaluation of damage claims, title evaluations, budget estimates, timelines and management of subconsultants.

Suncoast Highway 2 Expansion Project, Citrus County, Florida Turnpike Enterprise, Project Manager. Lynn provided land planning services in conjunction with right of way acquisitions to the Florida Turnpike Enterprise for the Suncoast Parkway 2 Expansion project. The WGI Team prepared detailed planning/engineering reports and cure plans for each property. The team also provided litigation support/expert witness services to the Turnpike's legal department.

Atlantic Avenue from Florida's Turnpike to Jog Road, Roadway Design Phase, FDOT District 4, Palm Beach County, Principal Planner. Lynn provided detailed ROW impact/planning analysis to WGI's Engineer of Record for inclusions in the ROW Requirements Summary provided to FDOT in 2025. She analyzed 23 commercial properties on the corridor and provided an assessment of the level of impact for each property with land development code references and recommendations on the type of approvals required from Palm Beach County. The summary included an Impact Assessment Chart with a summary of the level of impacts (legally non-conforming to site plan redesign required).

Canal Road widening project, Manatee County, Project Manager. Lynn and WGI provided project planning, highest & best use support, curative plans and wetland impact assessments for this project. She also provided litigation support/expert witness services to the County's legal team.

State Road 39, Plant City, FDOT District 7, Project Manager. Lynn and WGI provided project planning, highest & best use support, cure plans and quantities to the consultant appraiser for this intersection improvement project.





# Rick Harman, CEP, PWS

Director, Environmental Services

Rick is the lead for land development within the environmental department. His responsibilities include managing environmental projects and coordinating environmental services for multi-disciplinary development projects. He works closely with the project design team to ensure successful projects. He is experienced in all aspects of natural resource assessment, environmental planning, and permitting.

## Relevant Experience

I-75 Widening Design-Build from South of SR 50 to Hernando/Sumter County Line, Hernando County, FL, FDOT District 7, Environmental Scientist. Rick provided environmental services including gopher tortoise relocation efforts. FPID: 411011-4: This \$94M design-build project consisted of widening and reconstructing six miles of I-75 in Hernando County, including the interchange at SR 50 (US 98Cortez Boulevard) to a Single Point Urban Interchange (SPUI) configuration. Crews replaced the I-75 bridges over SR 50 with single-span steel girder bridges designed to accommodate a future 10-lane typical section for I-75 and an eight-lane typical section for SR 50. Approximately one mile of SR 50 was widened and reconstructed within the interchange limits using concrete pavement. The team designed new high mast lighting for the interchange, and signals were replaced at the ramp intersections. New Intelligent Transportation System (ITS) infrastructure was designed along I-75 and SR 50. Utility Work by Highway Contractor (UWHC) plans were developed to relocate Hernando County water and wastewater mains. The project included the replacement of the guardhouse at the entrance to the Withlacoochee State Forest Croom Motorcycle Area. I-75 bridges over Croom Rital Road and the Withlacoochee River were widened to accommodate new lanes. Environmental permits were secured from the Southwest Florida Water Management District (SWFWMD) and the US Army Corps of Engineers (USACE). Other services included signing and pavement marking, geotechnical investigation, gopher tortoise survey and relocation, utility coordination, and public involvement.

Cotee River Boat Ramp Feasibility Study, Pasco County, FL, Pasco County Board of County Commissioners, Environmental Lead. Rick prepared a study to assess the feasibility of the construction of a boat ramp and associated facilities for Pasco County Parks and Recreation Department. The report identified natural resources present that would require permitting if impacted and provided suggestions for minimizing impacts and reducing permitting complexities to the county. This service was provided under WGI's continuing services contract with Pasco County.

Outdoor Advertising/Vegetation Management Permitting Review, Various Florida Counties, FL, FDOT Central Office, Environmental Lead. Rick prepared a study for the FDOT Central Office for this multi-year contract to provide statewide services for the Office of Right-of-Way. The team provided services on a task work order basis, including reviewing outdoor advertising facilities along all adjacent state roads and applications for trees encroaching into billboard view zones. WGI used photographic evidence to identify and report potential outdoor advertising violations or illegal vegetation cuttings. WGI recently received a two-year extension to this contract, receiving over 125 task work orders.

## Education

Bachelor of Science, Biology -  
Wake Forest University, 2002

## Certifications

FWC Authorized Gopher  
Tortoise Agent

PADI Enriched Air Diver  
Certified Environmental  
Professional

International Society of  
Arboriculture Certified Arborist  
FDEP Stormwater Management  
Inspector

Professional Wetland Scientist

## Affiliations

Florida Association of  
Environmental Professionals  
Society of Wetland Scientists  
International Society of  
Arboriculture

## Years of Experience

Total: 22

With WGI: 22

## Office Location

West Palm Beach





# Shannon Wright

## Subsurface Utility Engineering

For three decades, Shannon has worked on a diverse range of subsurface utility engineering (SUE) projects. His hands-on experiences involve a variety of electronic devices, survey equipment, and air/vacuum excavators on transportation and infrastructure improvement projects throughout the United States and Puerto Rico. To date, he has performed, supervised, and managed more than 60,000 test holes and 10M linear feet of designating. Shannon has cleared over 5,000 foundations, including closed-circuit television light poles, mast arms, dynamic message signs, and cantilevers, as well as performed surveys to correlate and depict necessary information to project designers. He also has expertise in utility construction and coordination for highway and bridge improvement projects.

### Relevant Experience

US 19 at St. Andrews Boulevard/Country Road New Traffic Signals, Hernando County, FL, FDOT District 7. SUE Services Manager. Shannon provided SUE services for this safety improvements project that consisted of the installation of three new traffic signal mast arm structures with luminaires on US 19 at St. Andrews Boulevard in Hernando County to address a high incidence of traffic fatalities. WGI performed SUE designating to mark the horizontal position of underground utilities and test holes to investigate potential utility conflicts and foundation clearing.

SR 54 East of Suncoast Parkway to West of US 41 (SR 45) Design-Build, Pasco County, FL, SUE Services Manager. Shannon provided SUE services for this design-build multi-lane reconstruction project, which included open and closed drainage improvements, adding four new signalizations, and lighting for the entire project length on both sides. Shannon's responsibilities included coordinating with all utility owners and gathering all record drawings, designating and locating all utilities within the project corridor, reviewing utility mark-ups, and communicating all findings with the engineer of record and utility owners.

SR 35/US 301 from CR 470 to SR 44 and I-75 at CR 514 from West of I-75 to SR 35/US 301, Sumter County, FL, SUE Services Manager. Shannon provided SUE services to widen SR 35/US 301 from CR 470 to SR 44 and I-75 at CR 514 from .5 miles west of I-75 to SR 35/US 301 in Sumter County. His responsibilities included coordinating with all utility owners and gathering all record drawings, designating, and locating all utilities within the project corridor, reviewing utility mark-ups, and communicating all findings with the engineer of record and utility owners.

US 19 at Sea Ranch Drive Signal, Pasco County, FL, FDOT District 7, SUE Services Manager. Shannon performed SUE designating to mark the horizontal position of underground utilities and test holes to investigate potential utility conflicts and foundation clearing. This safety improvement project consisted of the new traffic signals at US 19 and Sea Ranch Drive in Pasco County. Elements of the work included installation of four single-arm mast arms; calculating clearance timing intervals; sign installations; removal and realignment of sidewalks; pavement milling, resurfacing, and widening; pavement markings; relocation of existing light poles; controller assembly; and pedestrian features required to accommodate pedestrian traffic with minimum impact to the current vehicular traffic patterns.

### Education

High School Diploma - Stranahan High School

### Certifications

Intermediate Temporary Traffic Control  
Confined Space

### Affiliations

Florida Utilities Coordinating Committee

### Years of Experience

Total: 33  
With WGI: 6

### Office Location

Tampa





Through the completion of thousands of projects nationwide, we've not only gained a thorough understanding of the communities in which we work, we've also developed the knowledge necessary to solve common challenges in new and creative ways, always with a keen and resourceful eye toward timeline and budget.

## 3.0 – Firm’s Capabilities and Experience

Ayres has a strong record of delivering roadway widening projects throughout Florida, supporting clients with comprehensive engineering, design, and construction services. Our experience spans urban and rural corridors, major arterials, and local roadways, with a focus on improving capacity, safety, and multimodal access.

A notable example is the Pasco County DeCubellis Road Widening and Intersection Improvements, Phases II and III. For this project, Ayres designed a four-lane full roadway corridor for approximately 3.3 miles, incorporating a multi-use trail, signalization upgrades, and intersection improvements at key locations such as Starkey Boulevard, Tanglewood Drive, River Ridge Boulevard, and Town Center Road. The project included detailed analyses of current and projected traffic volumes to provide future operational efficiency, as well as an Intersection Control Evaluation (ICE) and route study to determine optimal intersection configurations. Additional features include a new two-lane bridge with shoulders and a walkway, and a focus on safety and noise abatement for adjacent residential communities. The design also addressed utility relocations, stormwater management, and complete project lighting analysis, providing a well-rounded solution for the corridor’s needs.

Ayres’ Florida team brings extensive experience working with the Florida Department of Transportation (FDOT), counties, and municipalities. Our approach emphasizes early and proactive coordination with utility owners, thorough analysis of traffic and safety needs, and a commitment to clear communication throughout every phase of the project. Ayres’ team is adept at managing the complexities of roadway widening, from right-of-way acquisition and environmental permitting to public involvement and construction observation.

By leveraging our broad experience and local knowledge, Ayres helps clients in Florida achieve roadway widening solutions that are practical, cost-effective, and tailored to the unique demands of each corridor.



Listen



Collaborate



Deliver



City of Tampa East Columbus Drive Complete Street (LAP Project)

# Current and Projected Workload



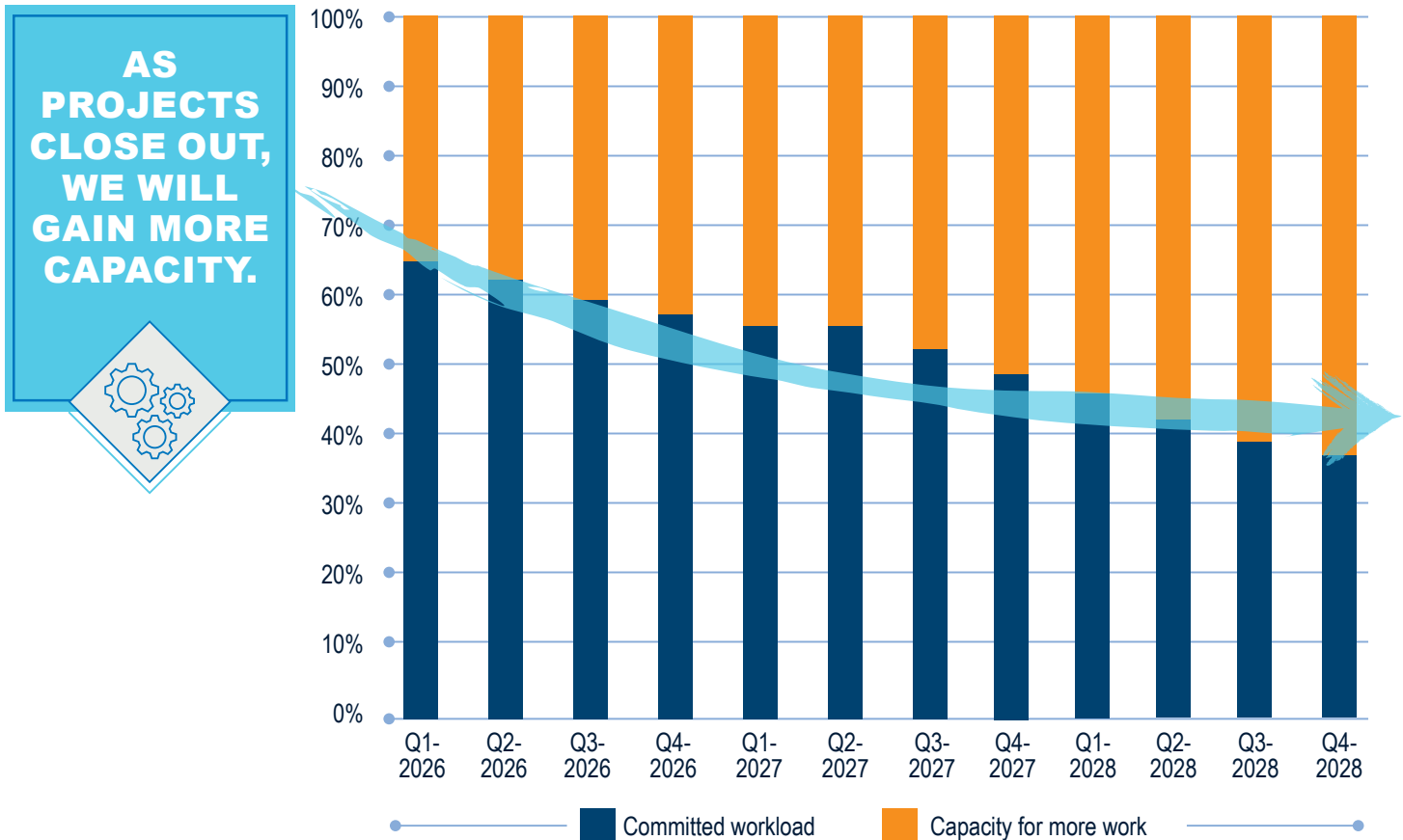
The Ayres team is in a great position for staffing and availability for the Barclay Avenue (CR 585) project. We have the capacity, expertise, qualified personnel, and range of services to efficiently perform all aspects of this project even when tasks must be carried out concurrently. All team members are ready to initiate

work immediately. **Our availability means you will receive exceptional responsiveness, well-planned service delivery, high-quality plans and construction bid documents, and projects delivered within schedule.**

Our team has no major projects or long-term contracts that will negatively impact our workload. We can say this with confidence due to our internal project management and resource allocation programs and policies. We meet on a weekly basis to review our short- and long-term personnel commitments. If selected for this project, we can hit the ground running due to our current work on similar tasks. Our subconsultants also have pledged adequate resources and staffing to meet the County's needs.

**Jeffrey Siewert, PE**, who will serve as overall project manager and be your single point of contact, has immediate availability. We will also have qualified task leaders to handle particular aspects of this project. Jeffrey has the authority to allocate staff and equipment resources required. He will be assisted by other staff from our Tampa office and our local subconsultants with specialized expertise. Although not anticipated to be needed, further support is available from Ayres' other regional offices.

The chart below shows our average quarterly current workload compared with our available capacity for more work looking forward. We understand the importance of fulfilling our commitments to all clients regarding production and delivery schedules. We have built a strong reputation for negotiating fair schedules and for treating each project with equal importance, no matter how large or small.





## EAST COLUMBUS DRIVE FROM NORTH NEBRASKA AVENUE (SR 45) TO 14TH STREET (TAMPA WALK-BIKE LAP PROJECT), TAMPA, FL

This project involved providing engineering services for the City of Tampa through the Florida Department of Transportation Local Agency Program-funded walk-bike projects. It is part

**Contact:** Nina Mabileau, EI,  
813.274.8542, nina.mabileau@tampagov.net, 306 E. Jackson Street, Tampa, FL 33602

of the City of Tampa's InVision Center City Plan, which proposes road repurposing to provide safe, walkable, and bikeable neighborhood connectivity. The project supports the neighborhoods of Tampa's Center City and Ybor City in providing a more attractive address for residential and commercial investment, by enhancing livable transportation in an underserved community. Ayres provided the design for a reconfiguration of the 0.4-mile segment of Columbus Drive, which is an existing two-lane undivided arterial roadway. This segment is the gateway to the historic Ybor City. The reconfiguration provides on-street parking on both sides of the roadway along with the addition of multiple "bulb outs" to accommodate shorter pedestrian crossings, aesthetic pavers, and street trees. Share-the-road pavement markings, wider sidewalks (8-foot), and several rectangular rapid flashing beacons (RRFBs) at the bulb-out locations are included to enhance safety for bicyclists and pedestrians. A key feature of the project is the use of specially designed tree wells that use filtered stormwater for irrigation while maintaining the existing stormwater trunk line systems. Services included public involvement, surveying, subsurface utilities engineering, traffic and safety analysis, roadway and drainage design, utilities coordination, environmental permitting, miscellaneous structures, signing and pavement markings, signalization, lighting analysis, landscaping, cost estimating, and specifications. Ayres also provided construction assistance, plan revisions, shop drawing reviews, and bid assistance.



## 46TH STREET FROM SR 580 (BUSCH BOULEVARD) TO SR 582 (FOWLER AVENUE) (TAMPA WALK-BIKE LAP PROJECT), TAMPA, FL

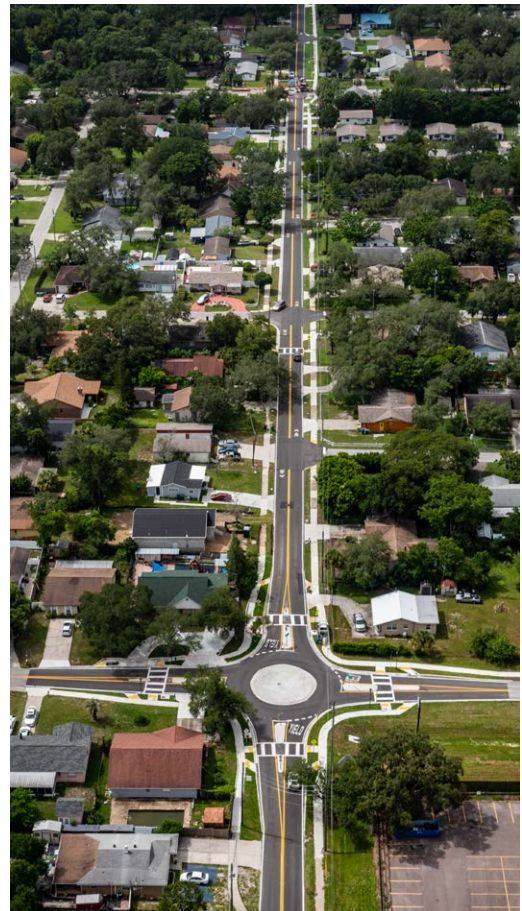
This project was developed as part of the City of Tampa Walk-Bike Plan Phase 1 – Final Report for the Metropolitan Planning Organization (MPO) for Transportation and the City. The project provides sidewalk connectivity, new multi-use path and share-the-road pavement markings and intersection and travel lane improvements along 46th Street from Busch Boulevard to Fowler Avenue.

**Contact:** Nina Mabileau, EI,  
813.274.8542, nina.mabileau@tampagov.net, 306 E. Jackson Street, Tampa, FL 33602

A key project feature is the mini-roundabout proposed for the intersection of 46th Street and Linebaugh Avenue. The intersection has a history of numerous crashes, with occurrences far exceeding those at any other intersection along the 46th Street corridor. The mini-roundabout was designed to fit within the existing right-of-way and will significantly improve vehicle safety, lower speeds, and provide safe pedestrian crossings.

Other key features include rectangular rapid flashing beacons (RRFBs) in strategic locations along the 46th Street alignment to allow for safe pedestrian passage: Eva Street, Temple Heights Road, 98th Avenue, Whiteway Drive, and adjacent to The Retreat Apartments. Once these RRFBs begin flashing, motorists will begin to slow to a complete stop and allow pedestrians to safely cross 46th Street.

Services included public engagement, roadway/pavement design, roundabout design, sidewalk design, multi-use path design, signal design, landscape architecture design, irrigation design, drainage design, roadway/pedestrian/landscape lighting design, geotechnical evaluation, Southwest Florida Water Management District and right-of-way permitting, signal timing design, structural engineering, cost estimating, utility coordination, and subsurface utility engineering (SUE).



## KNIGHT'S TRAIL ROAD UTILITY IMPROVEMENTS, SARASOTA COUNTY, FL

This project involved designing, permitting, and overseeing the construction of utility relocations along Knight's Trail Road. The project limits were between Laurel Road and the proposed Regional Fire Training Academy for a length of over 12,000 LF. The intent was to provide a 16-inch potable water transmission main, an 8-inch sanitary force main, and two 2-inch communications conduits.

**Contact:** Kathryn Mol, 941.861.5000, KMol@SCGov.net, 1001 Sarasota Center Boulevard, Sarasota, FL 34240



The transmission main serves as an integral component of the County's potable water system east of I-75. All other Sarasota County facilities within the project corridor were being relocated or adjusted as needed to resolve conflicts and provide County maintenance access.

Ayres was responsible for verifying the location of existing horizontal and vertical utilities. Our team also assisted with permitting, including but not limited to the Florida Department of Environmental Protection (DEP), the Florida Department of Health (DOH), the Sarasota County Utilities Department, and an exemption from the Southwest Florida Water Management District (SWFWMD). The team attended meetings as needed with County project management, the CMAR, the utility design group, as well as operation and maintenance personnel. Construction was completed in summer of 2025.

## 118TH AVENUE TRAIL, BELCHER ROAD TO 62ND STREET NORTH (FDOT LAP PROJECT), PINELLAS PARK, FL

This project involves design and post-design services for pedestrian trail along the north side of 118th Avenue from Belcher Road to 62nd Street North. Work includes design of the trail, topographic survey, utility coordination, subsurface utility exploration (SUE), pavement design, roadway design, drainage design, signing and pavement marking design, archaeological, cultural and historical resources assessments, traffic control plans, construction plans development, and bid documents preparation.

**Contact:** Kyle Arrison, 727.369.5621, karrison@pinellas-park.com, 5141 78th Ave. N. Pinellas Park, FL 33781



The objective of the project is to develop a complete set of construction documents and technical specifications for bidding in accordance with applicable City and FDOT manuals and guidelines. The project is part of the FDOT's Local Agency Program (LAP) and will require coordination with FDOT District 7 for reviews and approvals. Public involvement will be a key component of the project to receive local input for design considerations and preferences. The project is funded by a grant received from the Federal Transportation Alternatives

## BUCKINGHAM ROAD AND GUNNERY ROAD ROUNDABOUT (FDOT LAP PROJECT), LEE COUNTY, FL

This project in Lehigh Acres includes improvements to the Gunnery Road and Buckingham Road intersection in Lee County to address safety and operational issues. Both Gunnery Road and Buckingham Road are two-lane undivided arterial roadways. Improvements include reconstruction of the intersection to a multi-lane roundabout with a partial right-turn bypass lane, along with pedestrian facilities, lighting, landscaping, and drainage/stormwater treatment facilities for permitting through the South Florida Water Management District (SFWMD). Right-of-way will be required as necessary for improvements due to the extreme skew angle of the existing geometry. The project is a Local Agency Program (LAP) project requiring coordination with the Florida Department of Transportation (FDOT) District 1 using federal funds.

**Contact:** Thomas Marquardt, PE, 239.823.1535, tmarquardt@leegov.com, 1500 Monroe Street, Fort Myers, FL 33902



## PINELLAS COUNTY PARKS AND TRAILS PROFESSIONAL ENGINEERING SERVICES

Ayres was selected for this contract in late 2020 and again in September 2025. To date, numerous task orders have been assigned, including:

**Contact:** Paul Miselis,  
PE, CFM, ENV SP,  
727.453.3406

### Pinellas County Beach Access Assessments and Repairs



The 2024 hurricane season brought considerable destruction to many cities along the Gulf Coast. In response to this disaster, Pinellas County engaged Ayres to assess damage, develop construction cost estimates, and prepare plans and specifications required for the repair of infrastructure within the Pinellas County Beach and Park system. Pavement restoration, sidewalk replacement, sand wall repairs, geotechnical investigation, MOT, construction sequencing, and repair and replacement of beach amenities were components of this project.

- **Indian Rocks Beach** is accessed from Gulf Boulevard, a heavily traveled and congested thoroughfare. Restrooms, showers, parking pay stations, and parking facilities are all included as part of the beach access assessment and repairs.
- **Indian Shores/Tiki Gardens Beach Access** is located within the City of Indian Shores and has been open to the public since 1990 when it was purchased by Pinellas County. This facility straddles Gulf Boulevard with facilities on both sides of this heavily traveled thoroughfare. Restrooms, showers, parking pay stations, and parking facilities are all included as part of the beach access assessment and repairs.
- **Madeira Beach Access** located within the City of Madeira Beach has been open to the public since 1983. The 1.5-acre facility includes restrooms, showers, parking pay stations, and parking facilities.
- **Redington Shores Beach Access** located within the City of

Redington Shores has been open since 1973. The 3.5-acre facility is accessed from Gulf Boulevard, a heavily traveled and congested thoroughfare. Restrooms, showers, parking pay stations, and 170 parking spaces are all included as part of the beach access assessment and repairs.

- **Sand Key Park** is located within the City of Clearwater on the barrier island separating the Gulf from the mainland. The park includes both salt marsh and beachfront spaces. The 95-acre facility includes restrooms, showers, parking pay stations, handicap accessibility, concessions, playgrounds, park shelters, and parking facilities.

### Fred Howard Park Seawall and Weir Assessment and Repair

Ayres is supporting the Pinellas County Parks and Conservation Resources Department with the assessment and repair of the seawall and weir at Fred Howard Park in Tarpon Springs. This project focuses on evaluating the condition of these critical shoreline structures and developing targeted maintenance and repair plans to help ensure the long-term stability and safety of the park's waterfront. A preliminary site investigation identified settlement and voids in the soil behind the seawall, signs of possible soil migration through gaps in the aluminum sheet piles. The adjacent weir showed cracking, spalling of concrete substructure components, and corrosion of exposed hardware and soil anchors. Based on these findings, Ayres is providing a comprehensive assessment of both structures, including visual inspections at low tide, sounding of concrete elements to locate delaminations, and probing soils to identify voids or undermining. Ayres is preparing separate maintenance and repair plans for the seawall and weir.

### Ray H. Neri Park Project Management and Zoning Support Services

Project involved providing passive and active recreation opportunities for the communities in the Lealman Community Redevelopment Area of Pinellas County. The planned park amenities include a playground and challenge course, a multipurpose playfield, dog parks, picnic shelters, restrooms, parking areas, and a park maintenance building. A trail is planned to connect the entire park and proposed facilities. As a design subconsultant, Ayres provided project management and zoning support services. Our team prepared the necessary rezoning maps, documents, applications, design plans, bid documents, and comment resolutions. Our project management services confirmed that construction was completed in a timely manner to qualify and comply with the American Rescue Plan Act (ARPA) 2021 grant requirements.

## DESIGN/PERMITTING OF MULTI-USE PATH ON JASMINE BOULEVARD FROM US 19 TO LITTLE ROAD (CR 1) (FDOT LAP PROJECT), PORT RICHEY, FL

This project involves design and permitting of an 8- to 10-foot multi-use path along Jasmine Boulevard from US 19 to Little Road (CR 1) for approximately 2.2 miles. Services include utility coordination, drainage analysis, Southwest Florida Water Management District (SWFWMD) permit exemption application, subsurface utility engineering, public involvement, and post-design services. This is a LAP project with FDOT District 7 requiring close coordination regarding design and concurrence with federal funding requirements. The public outreach was significant due to the residential area and the access requirements for numerous driveways and side streets. The design includes eight raised crosswalks along the alignment to provide enhanced mobility and traffic-calming elements. This task order was assigned through a continuing services contract.

**Contact:** Patty Arndt,  
727.834.3604, ext. 1615,  
parndt@pascocountyfl.net,  
8731 Citizens Drive,  
New Port Richey, FL 34654

# Ability to Provide Value-Added Services

Ayres has a proven ability to deliver additional, value-added services at the request of our clients, enhancing project outcomes and supporting long-term success. Our approach is rooted in a commitment to partnership, technical excellence, and proactive problem-solving. We understand that every client and project presents unique challenges and opportunities, and we are prepared to respond with tailored solutions that go beyond the basic scope of work. Examples of our value-added services include:

**Comprehensive Design Review:** We offer thorough design review services across critical infrastructure domains such as stormwater, roadway, utilities, and construction feasibility. Our team meticulously examines each aspect of the design to identify potential issues, optimize solutions, and confirm compliance with regulations and best practices. This proactive approach helps reduce risks and minimizes costly revisions during construction, ultimately supporting successful and sustainable infrastructure projects.

**Grant Funding Assistance:** We assist clients in identifying and pursuing grant opportunities to support project funding. Our team has a strong track record of helping communities secure and administer grants, helping to ensure that projects align with both funding requirements and community goals.

**Community Engagement and Facilitation:** Ayres is known for creative and effective public engagement strategies. We design and facilitate activities that encourage meaningful involvement, such as interactive workshops, low-tech polling, and social media campaigns. These efforts help ensure that project outcomes reflect the needs and aspirations of the community.

**Value Engineering and Alternative Delivery:** Our team provides value engineering throughout the design process, offering recommendations to reduce initial costs while keeping long-term goals in focus. We also explore alternative delivery methods and phased designs to maximize efficiency and cost-effectiveness.

**Training and Technical Assistance:** We provide training for client staff and technical assistance as needed, helping clients build internal capacity and maintain project success over time. We are here to help you, and we are a phone call or email away whenever a question may arise.

**Custom Analysis and Reporting:** For specialized needs, such as susceptibility analysis or hydrologic modeling, we develop custom tools and reports that provide actionable insights and support informed decision-making.

Our extensive experience and broad technical capabilities allow us to adapt quickly and provide added value whenever our clients request it. This commitment is reflected in our high rate of repeat business and long-standing client relationships.

## AYRES BY THE NUMBERS



**\$306,742,155**  
in successful grants and loans prepared

**30**

EPA grants or RLFs administered



**66**

years in business



**17**

brownfield state and federal grants managed by team (...in just the last 5 years)



**9**

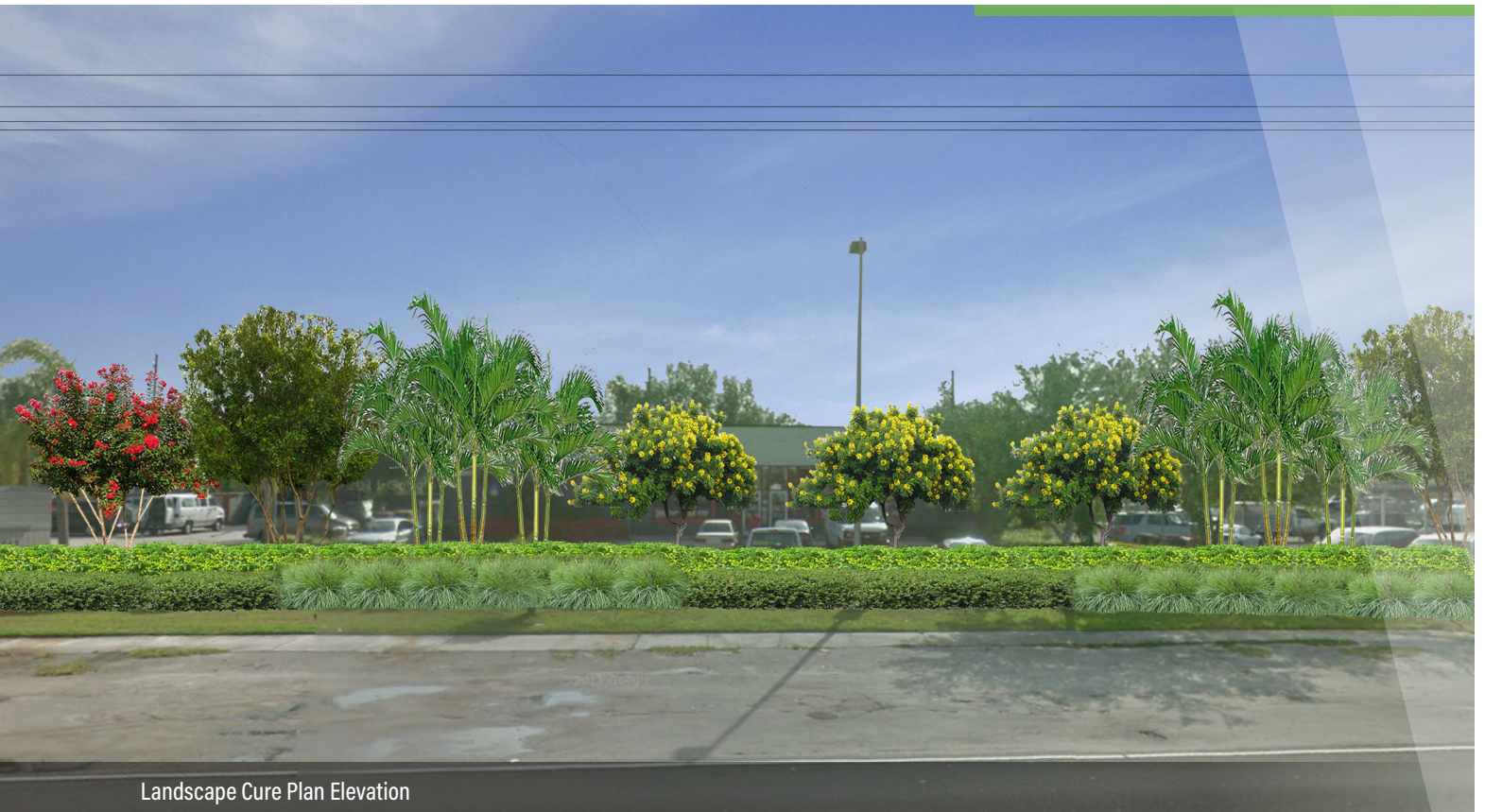
specialties at your service

Environmental | Grant Writing and Administration  
| Urban Planning | Geology and Water Resources  
| Economic Development | Branding |  
Assessment and Remediation  
| Landscape Design | 3D Renderings/Animations

Ayres has worked, at times, as an extension of City staff. This includes helping to identify, secure, and leverage grant funding. They even go as far as to research and understand other projects not under their purview to maximize the potential of every local dollar spent.”

**Jonathan Griffith**  
City of Palatka, Public Works Director





Landscape Cure Plan Elevation

**WGI provides a large spectrum of in-house services to assist appraisers, lawyers, and other real estate professionals through the entire eminent domain process.** Our professionals have worked with both private land owners and transportation agencies on a variety of condemnation projects that involved residential, commercial, and industrial properties. On every eminent domain case, WGI works closely with each client from beginning to end.

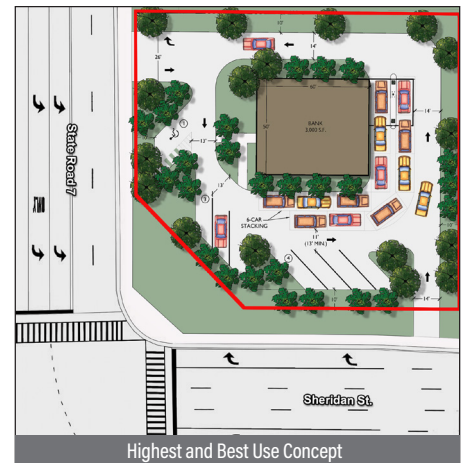
Condemnation projects can be complex. Through innovative ideas in planning, engineering, architecture and environmental science, WGI is able to find solutions to these issues. Our approach is to simplify and effectively communicate the physical, regulatory, and economic factors associated with eminent domain projects.

WGI is a multi discipline firm able to provide engineering, planning, environmental, survey and GIS services for our eminent domain work. Our expert professionals include:

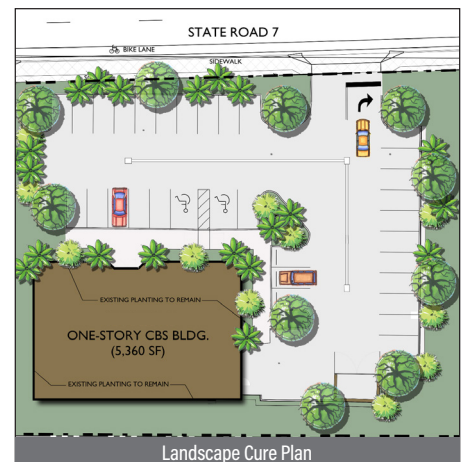
- Planners/Architects
- Civil and Structural Engineers
- GIS Technicians
- Arborists
- Landscape Architects
- Environmental Scientists
- Surveyors
- Utility Coordinators

WGI's experts are familiar with the requirements of local, state, and federal agencies and facilitate regulatory approvals and permitting. With all types of eminent domain projects, our staff provides planning/engineering analysis, litigation support services, expert witness testimony, and impactful court exhibits.

WGI's in-house professionals have experience in providing litigation support services for mediation and expert witness testimony for OT hearings and trials. With our extensive range of experience and innovative ideas, WGI is able to deliver various perspectives on projects while making the eminent domain process clear and concise.



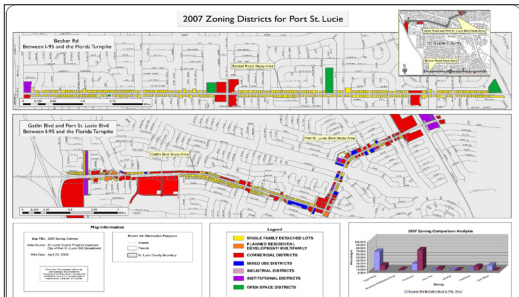
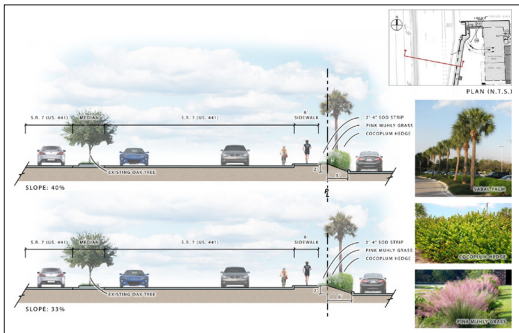
Highest and Best Use Concept



Landscape Cure Plan



Landscape Cure Plan Elevation



## EMINENT DOMAIN SERVICES

- Inventory of existing conditions
- Survey of taking and remaining tracts
- Property impact analyses (physical and regulating)
- Land use and zoning analyses
- Project impact identification
- Cure concept development
- Cost analyses: Taking and Cost to Cure
- Planning and engineering reports and sketches
- Trial exhibit preparation
- Expert witness testimony for OT hearings and trials
- Public outreach

## MEDIATION & EXPERT WITNESS SERVICES

- Settlement strategy development
- Key issues identification
- Appraisal review/critique
- Other expert reports/studies review
- Valuation support
- Necessity testimony
- Trial graphics preparation
- Video documentation/imaging
- Pre-trial coordination
- Depositions
- Court testimony
- Fees/costs review and testimony



Our team operates under a **solution-focused mindset**, backed by the skills to follow through. If a challenge arises, our partners know we'll **jump into action to assess the situation, implement a solution, and be part of making the decisions to keep the project on track.**

## 4.0 – Proposed Project Plan

The Ayres team has ample resources in multiple disciplines to provide the depth needed to accommodate all the tasks for this project. Read more about our key staff members beginning on Page 3.

The Ayres team's approach emphasizes clear, concise, and open communication to understand the County's needs and objectives while working with the County as a partner to integrate creative thinking and innovative ideas to efficiently develop optimal outcomes. Simply put – we will **LISTEN, COLLABORATE and DELIVER.**



We will work with the County to finalize the scope of services and determine the essential components and goals. This effort will include review of available information such as safety and crash data, pavement evaluation and condition reports, local neighborhood planning efforts and previous commitments, and a site visit with alternative draft plans.

Our team has developed a comprehensive checklist to ensure we have reviewed all design elements and have a clear understanding of existing geometry, topography, right-of-way limits, and related site influences. These efforts verify the project's feasibility and constructability relative to the goals and objectives and will be documented in a Basis of Design Report (BODR).

We develop an estimate of project quantities and current unit costs, understanding that cost increases are always a concern. This comprehensive approach enables the Ayres team to develop a well-defined scope of services from which a more accurate budget and schedule can be produced. If we see an opportunity to modify the scope for the benefit of the County, we will make appropriate suggestions for consideration.

Each phase will begin with a kickoff meeting to discuss key project issues, schedule, submittal dates, and team members' contributions, all documented in the task order project plan. These collaborative efforts with our creative team are where our imagination, ingenuity, innovation, value-added efforts, practical design, and cost-saving elements are heightened.

In addition to our focus on cost-effective and context-sensitive design, we closely monitor construction cost estimates throughout the project and will keep the County aware of any variations from the original budget or if review comments are received that impact costs.

Ayres will coordinate monthly with the County, providing progress reports, invoicing, and schedule updates. We use our integrated management software to track tasks weekly to evaluate budgets and progress, which allows us to maintain the resources to maintain schedule and submittal compliance. Coordination meetings will be held with the County's project manager and technical staff as necessary to achieve consensus throughout the ongoing process. In this manner, decision points during the project can be addressed quickly and resolved with no impact on the project schedule.



Our approach is straightforward and direct with an initial aggressive data gathering and inventory effort immediately following the NTP as a major task, to expedite the project and propose a 20-month design schedule. These tasks include traffic data collection through our subconsultant and volume projection to the design year of 2048, topographic and right-of-way surveys, geotechnical sampling and testing, contamination site assessments, and utility contacts identification/verification. Having an abundance of definitive information steering our concept design efforts will add efficiency in developing solid alternatives for consideration, minimizing costs, and identifying accurate right-of-way needs. We will provide the County with a BODR at the completion of the concept phase. The BODR will summarize our concept development and evaluations tasks and document all decisions made to arrive at the recommended concept for advancement.

Our efforts in coordinating and managing project tasks are designed to significantly minimize the County's use of resources. We will depend on the County to provide a point of contact for this project, along with providing background information and any historical commitments to organizations or landowners. We will also depend on the County to provide timely reviews of submittals and input on alternative development, assist in the public engagement by referring government officials' input, assisting in locating venues for meetings, and generally administrating the contract phases.

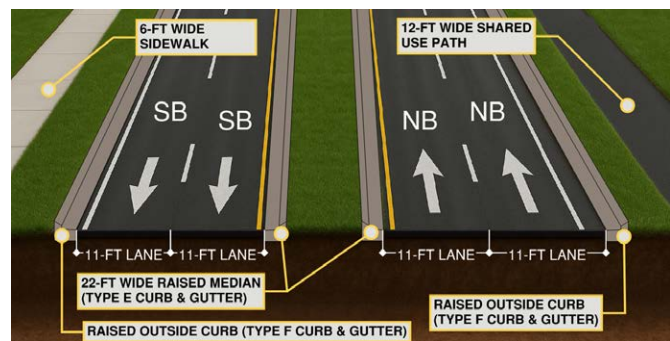
Having recently completed similar projects for Pasco County, we have learned that each corridor is different and has unique elements that need to be evaluated and vetted through the community input process to develop a cost-effective and implementable design. Our approach focuses on partnering with clients as well as the communities in which we live and work. This results in tailored, objective solutions in line with local community values.

## Key Design Elements

This project represents an opportunity to redefine the form and function of the roadway to better serve the mobility needs of existing and future residents and commuters. The widened section will not only increase capacity to meet population growth but also create a safer, more attractive, and accessible environment for all users. Within the 120-foot typical right-of-way, there are opportunities to provide pedestrian, bicycle, and motorized vehicle improvements that support increased levels of active transportation along the corridor and improve transportation safety outcomes, especially for our most vulnerable roadway users. There are also sections of the corridor where right-of-way is constrained, and creative solutions will need to be evaluated as a part of the process.

When considering pedestrian and bicycle connectivity there are several adjacent facilities that would significantly enhance access with connections to Barclay Avenue. These include the Suncoast Trail to the east and the Good Neighbor Trail to the north. While bicycle lanes could be easily provided within the newly constructed roadway, safety issues exist with vehicles traveling at higher than posted speeds as we noticed during our field reviews.

Our team's concept alternative would be to provide a shared-use path (SUP) along the east side of the curbed pavement of Barclay Avenue with a sufficient offset buffer and eliminate both northbound and southbound bike lanes. This concept in tandem with a slight extension of the Suncoast Trail along Powell Road would provide a complete 7-mile circuit of the area entirely separated from traveling



vehicles. The Phase I portion of this project from Lucky Lane to State Road 50 (Cortez Road), which is currently in design, could easily be modified to eliminate the bicycle lanes and provide a SUP section on the east side prior to scheduled construction for corridor consistency.

This alternative will also provide enhanced speed reduction of vehicles due to the 11-foot-wide lanes and reduced offset to the curb face with the removal of the bicycle lanes on the road. All geometric elements were based on using a design speed of 45 mph and context classification of C3R, Suburban Residential, establishing the maximum allowable vertical and horizontal curves for safe operating conditions. In preparation of this RFQ, the Ayres team developed several alternatives, built from the original 2007 concept design. Each alternative includes improvements to San Antonio Road, Highgrove Road, and Irving Street. We focused on four major design elements:

### 1. Balancing the Mass Haul Diagram (Cut and Fill Volumes)

With most capacity improvement projects, earthwork is a major contributing factor to the overall project cost. Our team's recent experience in successfully designing similar capacity improvement projects allows us to implement our streamlined CADD solutions to go through multiple iterations of our 3D model to balance our cut and fill volumes. This allows the contractor to excavate and reuse the existing soils during construction and use that same soil to add embankment, where necessary. This drastically reduces the amount of earthwork needing to be imported into the site, resulting in substantial savings for the County. Additional techniques include bifurcating the northbound and southbound profile grade lines to further reduce large areas of excavation.

Using lidar data for our conceptual alternatives, our team was able to successfully balance the earthwork for this project while maintaining safe geometrics and right-of-way impacts:

- ◆ Cut Volume = 50,381 Cubic Yards
- ◆ Fill Volume = 50,150 Cubic Yards

### 2. Maximizing Use of Existing Pavement

Another key component to saving construction costs for the County is to maintain the existing pavement and minimize temporary pavement during construction sequencing. To achieve a proper 20-year design life without reconstructing the existing roadway, we recommend implementing Full Depth Reclamation (FDR) to recycle the existing pavement to avoid full depth reconstruction. With the preferred alternative only requiring 22 feet of roadway width, per direction of travel, we would be able to use the existing roadway width to improve the roadway in place using FDR.

Another benefit of FDR is the ability to raise and lower the roadway profile and shift the roadway alignment. See the Temporary Traffic Control (TTC) writeup for further elaboration of these techniques. Based on our initial assessment, over 60% of the existing roadway can be utilized for FDR. This results in close to \$1,150,000 in savings.

Our geotechnical subconsultant, Tierra Inc., has significant experience in providing pavement coring services and evaluations associated with FDR projects that have provided cost savings for various cities and counties across west-central Florida.

### 3. Minimizing Number of Parcels for R/W Taking

The proposed Barclay Avenue typical section requires approximately 120 feet, which includes the 10-foot-wide future force main along the east side of Barclay Avenue, will necessitate right-of-way acquisitions throughout the project limits. Our horizontal alignment approach focuses on only impacting the west or east side of properties along any segment within the project limits. This approach impacts eight fewer properties than shown on the 2007 Preliminary Design Plans.

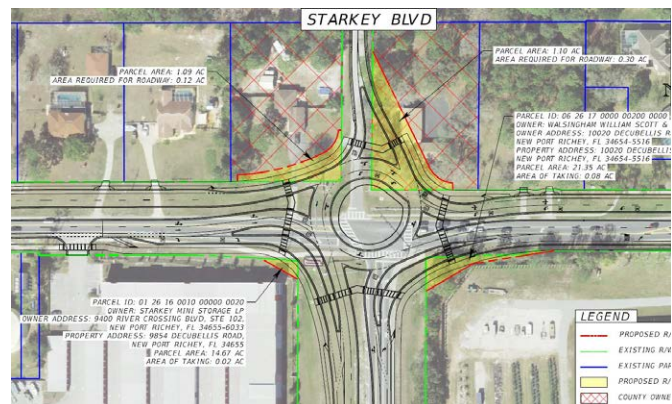
Several large vacant tracts of land are along the corridor, and our due diligence will involve obtaining approved site plans for these properties. One example of an impact to an approved site plan involves a vacant 45-acre site on the west side of Barclay Road, just north of Powell Road. The site is approved for a mixed-use development known as Chapman Village. Per the conceptual master plan, the developer is proposing patio homes along Barclay Avenue. A proposed 5-foot-wide ROW taking at this location would cause the redesign of the site plan. As the final site plan is not yet approved by Hernando County, coordination between the Planning and Public Works Departments would be needed to obtain a 5-foot dedication. This could be an opportunity to obtain dedication from the developer and avoid a right-of-way acquisition.

### 4. Access Management Solutions

The existing roadway allows all residents and commuters to freely turn right or left to their destinations along Barclay Avenue. With the addition of a raised restrictive median, this will require analysis of median openings to allow for left turning movements and U-turns. Our basis of design report will identify these locations early on with justifications to assist in early acceptance of the community.

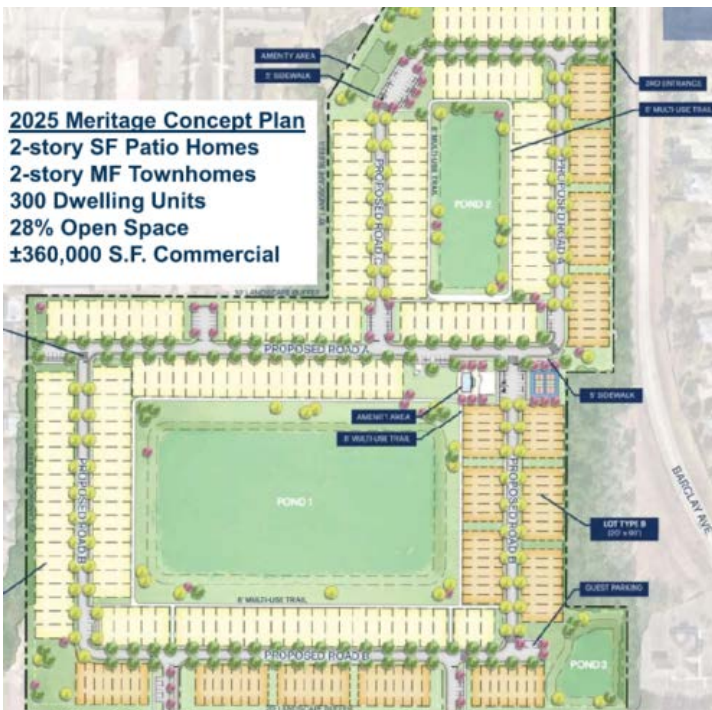
There are 38 residential driveways, mostly north of San Antonio Road, four religious establishments, 10 side street intersections, and one signalized intersection at Powell Road. Access management strategies to allow for continuous traffic flow while balancing overall corridor safety include modern roundabouts, U-turn bump-outs at intersections, and full/directional median openings at side streets with bump-outs.

We utilized these techniques in our recently completed Pasco County two-to-four lane widening project where we implemented a series of modern roundabouts to allow for easy access for commuters and significantly enhanced safety. Along Barclay Avenue, modern roundabouts strategically placed at Highgrove Road and Irving Street would provide the residents the ability to make safe U-turning movements to head in an opposite direction. Our access management approach will also consider the needs of delivery vehicles along the corridor, as there is the potential for delivery vehicles to stop at an unprotected bicycle facility for local deliveries, or periodically block the travel lane, neither of which is desirable.



### Safety for All Users

The Ayres team has developed numerous safety plans for transportation facilities, large and small, by staff members who are full advocates of Florida's Vision Zero. We initiate our design by an extensive review of crash data and incident reports that provide the details necessary to identify crash patterns and the associated contributing factors, which allows for the design of effective countermeasures. Specifically, our team has implemented countermeasures at high-priority locations for the City of Tampa such as the mini roundabout at 46th Street and Linebaugh Avenue where crashes were highest in the corridor by a factor of 60%. The roundabout not only provided safer operations at the intersection but also had a positive impact on speed reduction for the entire alignment. Our team has supported Vision Zero education and outreach efforts, including those with a focus on connecting with underserved communities through Community-Based Organizations (CBOs).



**Pedestrian and bicycle safety** can be enhanced with the installation of a SUP offset from the roadway along the east side of Barclay Avenue that would create a 7-mile circuit when connected to the Good Neighbor and Suncoast trails. This trail would run parallel to each main road and would not need to cross the main roads to maintain the path.

**Vehicular safety** can be enhanced with the removal of the bicycle lanes and tightening the north- and southbound roadway widths to reduce traveling speeds. If modern roundabouts are implemented at Highgrove Road and Irving Street, the corridor would provide added traffic calming to the otherwise straight alignment that tends to see increased speeding. Additionally, corridor landscaping along the median and along the right-of-way would provide traffic calming while beautifying the corridor for the community.

**Our field review and desktop reviews identified a critical issue at the intersection of San Antonio Road.** We have developed an alternative that would allow for improved sight viewing angles and reduced intersection widths. The following graphic identifies the opportunity to utilize the County-owned parcel to the east of Barclay Avenue. This alternative allows for left-turning vehicles in each direction as shown.



## Signalization

Signalization improvements will be required at the Barclay Avenue intersection with Powell Road to incorporate the expanded Barclay Avenue roadway. We have extensive experience in signal design and are currently assisting Pasco County with a similar application of signal design within a two-lane to four-lane roadway improvement. The goal will be to maintain as much of the existing infrastructure as possible, resulting in reduced costs for the County. At the same time, we will recommend improvements, such as separating pedestrian push buttons, to meet the latest standards within the Manual on Uniform Traffic Control Devices (MUTCD).

In addition, the Barclay Avenue intersection at Lawrence Street currently features flashing yellow overhead lights to increase driver awareness of the presence of the intersection. Our team can incorporate a design that maintains the flashing yellow condition but will coordinate with the County to determine the optimal signing or signal option to draw attention to the potential for turning movement conflicts at this location.

## Lighting

Barclay Avenue has existing lighting consisting primarily of light fixtures on power poles near the entrances to developed neighborhoods and commercial/religious establishments. To provide a safe, functional facility during nighttime operations, lighting will be necessary at critical locations such as intersections and driveway connections. A lighting analysis will be performed to establish the required photometrics at these locations. The Ayres team will coordinate with the County and WREC to determine the installation and maintenance requirements to ensure an efficient system is constructed and maintained.

## Drainage

The proposed drainage improvements will replace the existing open-ditch drainage with a closed curb-and-gutter storm drain system designed in accordance with the Hernando County Code of Ordinances, FDOT Drainage Manual, and the Environmental Resource Permit (ERP) Applicant's Handbook Volumes I & II (FDEP/SWFWMD).

The project lies within the Wiscon Watershed, which includes 28 modeled basins. Corridor drainage includes 10 existing drainage basins, with potential consolidation to eight proposed drainage basins through trunkline connectivity. Six existing drainage retention areas (DRAs) in the southern portion may be expanded or deepened based on seasonal high-water conditions. The northern segment will require three to five DRAs, ranging from 0.5 to 1.5 acres. All basins will remain closed systems using infiltration and percolation for discharge.

A Pond Siting Report (PSR) will evaluate up to three pond alternatives in basins where reshaping or expanding an existing DRA within current County right-of-way is not feasible. The PSR will also assess shared-use pond opportunities, such as DRA-30 (ERP 6964.004 – Barclay Townhomes). New pond sites will be prioritized on parcels needed for roadway widening to limit impacts and avoid relocations. The team will also evaluate exfiltration trenches – perforated pipes in gravel-filled trenches along trunkline segments – to enhance infiltration and reduce required pond area. Geotechnical verification of soil gradation and permeability will determine feasibility, and maintenance access and long-term performance will be key considerations.

Based on FEMA information, FIRM Panels 12053C0326D and 12053C0188D (2/2/2012), the project will not create adverse impacts to the 100-year floodplain. The project is within the Springs Coast Watershed (WBID 1380), which has no impairments, and no recurring flooding issues have been identified. One 24-inch RCP near the northern end, identified in the Wiscon watershed model, will be evaluated for structural and hydraulic adequacy.

The closed drainage system will include curb inlets and trunklines aligned to maintain existing discharge patterns. The concept typical section includes 12-foot lanes, 4-foot bike lanes, curb and gutter, and 5-foot sidewalks. Our concept alternative with 11-foot lanes, a 12-foot SUP, and a 6-foot sidewalk will reduce impervious area and pond storage needs.

Stormwater modeling will be performed in StormWise (formerly ICPR), supported by the Wiscon model to confirm basin limits, infiltration characteristics, and DRA performance. Existing and

proposed DRAs will provide water-quality treatment and full 100-year/24-hour water quantity retention per closed-basin criteria, ensuring 100% onsite retention. Previous permits incorporated percolation during the storm event into required storage volume; the same method will be used to reduce required pond volume while remaining compliant with ERP criteria. The existing project was previously permitted under ERP No. 406994.00 (1990) and will require modification.

The drainage trunkline will be constructed beneath the outside curb and gutter of the widened lanes in coordination with the project's Temporary Traffic Control (TTC) strategy. Since DRAs will be constructed or modified first, trunkline laterals to DRA sites that must cross the existing roadway will be open cut where necessary, while all other laterals will be installed in phases with the roadway widening to minimize temporary pavement and maintain traffic flow.

A SWFWMD pre-application meeting will confirm modeling parameters, pond sizing, the use of percolation as a discharge point during storm events, and the overall permitting requirements.

## Utility Coordination

Utility coordination will be a key task to help ensure efficient use of existing and proposed ROW to accommodate the 12 UAOs identified having services/facilities in the Barclay Avenue Corridor.

These UAOs include: Charter Communications, Advanced Cable Communications, Zayo Group, WOW Internet, Hernando County Utilities – Sewer / Water / DPW – Traffic, TECO Peoples Gas, AT&T, Tillman Fiber, Wanrack LLC, and WREC.

Our team has a seasoned utility coordination manager, Maria Baucom, with over 30 years of experience in the industry. Maria is also the Ayres team liaison to the Pasco/Hernando Utility User Group. She will coordinate, maintain communication, document and distribute location data, identify and resolve conflicts, and develop work schedules for removals/adjustments/relocations. Utility adjustment sheets will be developed using the screened roadway plan/profiles and integrated with the TTC plans.

## Utilities

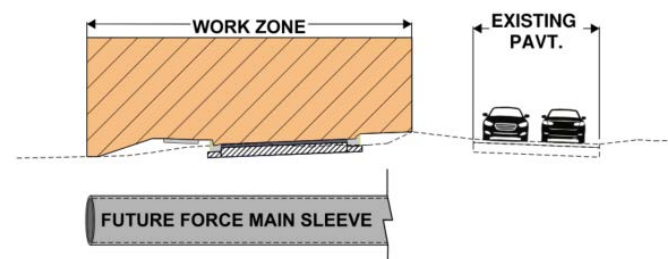
An important yet occasionally overlooked component of roadway improvement projects are the utility upgrades that are required to support population growth in the area. This corridor currently has a 12-inch PVC potable water main and does not have a wastewater force main, as the sanitary needs in the area are mostly served by septic systems. The statewide push to convert septic systems to sewer systems is driving the need for a 10-foot-wide dedicated force main corridor on the east side of Barclay Avenue.

Hernando County proactively identified the need to upgrade the potable water main to a 16-inch ductile iron on the west side of Barclay Avenue from Lucky Lane to Astaire Lane, with an 8-inch crossing at Silverthorn Boulevard, which will connect to an existing 6-inch blow-off assembly. This 16-inch water main will be directly tied into the recently designed 12-inch ductile iron water main at the southwest corner of Barclay Avenue and Smithfield Avenue, across from Lucky Lane, and will maintain service to Hernando County residents during construction.

The terrain along the Barclay Avenue corridor has substantial elevation changes, which necessitates strategically placing combination air-vacuum release valve assemblies to ensure both reliability and cost savings for the County. The Ayres team has experienced staff to perform this design efficiently with superior results.

The recently designed 8-inch PVC force main at the southeast corner of Barclay Avenue and Lucky Lane, across from Smithfield Avenue, will be the connection point for the future force main that will utilize the proposed 10-foot-wide corridor. There have been recent sanitary sewer force main improvements along Elgin Boulevard, resulting in a 12-inch PVC force main that is available for connection.

It is recommended that the County consider designing and installing this new force main on the east side as a part of this project. This will result in more reliable, efficient service, and minimize construction disruptions for Hernando County residents. If not currently budgeted, we would recommend implementing utility pipe sleeve crossings at critical locations during construction. We will coordinate with Hernando County's utility department to identify these areas early on.



## Temporary Traffic Control (TTC)

As discussed previously, the Ayres team has optimized the alignment to shift the widening to only one side of the existing lanes and to utilize the existing pavement in both the northbound and southbound direction. This will eliminate reconstruction of the existing pavement, as shown in the concept plans, and instead utilize the existing pavement for the travel lanes in one direction. The existing pavement will be the future Southbound travel lanes from Powell Road to San Antonio Road and from Irving Street to Lucky Lane, where the construction connects to the Phase I segment of the project. Alternatively, the existing pavement shifts to the future Northbound travel lanes from San Antonio Road to Irving Street, with the new construction areas in the opposite direction of these locations. This optimized alignment greatly simplifies the TTC and allows for over 90% of the existing roadway to be utilized during construction while we build over 90% of the proposed widening in the first construction phase. This makes the roadway much safer for the traveling public during construction as temporary pavement is only needed in the few crossover locations; a total of only 1,800 feet.

In addition, the drainage trunk line will be located under the outside curb and gutter of the proposed widened lanes. This means when the widening is completed, its drainage system will be as well. The Phase 1 construction will also connect to the final drainage retention

areas, which will allow Phase 2 construction to utilize the 90% completed road with a functional drainage system and avoid the need for expensive temporary drainage.

Phase 2 will move traffic to the new pavement from Phase 1 and implement full depth reclamation of the existing roadway; as well as place temporary pavement to connect both pavements from Phase 1 and Phase 2 at the crossover locations. Phase 3 and 4 will construct the remaining pavement gaps by shifting the traffic, as needed to the newly constructed road and rehabilitated existing roads.

As our team will be handling the utility design in-house, we will seamlessly integrate the new water main improvements and future force main utility sleeve improvements into our TTC plans.

## Cultural Resources and Environmental Permitting

The Ayres team will conduct cultural resource reconnaissance of the project Area of Potential Effect (APE), which will be defined based on the proposed plans developed for the project. Upon selection of the preferred alignment, including stormwater ponds, a cultural resource assessment survey will be conducted, which will include a field inspection within the APE.

Hernando County has many gopher tortoises, and the 2005 Preliminary Engineering Report (PER) identified suitable habitat and abandoned burrows along the corridor – it is possible that tortoises are now present. Given that there is suitable habitat, an updated gopher tortoise survey will be necessary to comply with the Florida Fish and Wildlife Conservation Commission (FWC) Gopher Tortoise Permitting Guidelines. This survey will be used to guide the design to avoid burrows to the extent practicable, and if tortoise relocation is needed, to support a permit application. Our team has multiple FWC Authorized Gopher Tortoise Agents who are pre-qualified and permitted to conduct any necessary gopher tortoise surveys, permitting, and relocation. These biologists are also qualified to ensure compliance with the U.S. Fish and Wildlife Service (USFWS) Standard Protection Measures for the Eastern Indigo Snake.

The PER also indicated that there were no wetlands identified in the APE. If the new alignment and pond locations impact a wetland, our team has multiple Professional Wetland Scientists and permitting experts who will guide the environmental permitting through SWFWMD and USACE, if applicable.

## Public Engagement

Public involvement will be an important component of this project. Our goal is to earn the public's trust and support using effective methods of engagement. The team will develop a Community Awareness Plan (CAP) that describes the project including schedule and milestones; CAP objectives; affected community, properties, and other stakeholders; potential community issues/concerns; planned public involvement activities; contacts/mailling lists; method for responding to comments; and documentation of the public involvement process and results.

### Stakeholders

The Ayres team will identify affected and interested stakeholders to be engaged during the project. Data shows that the resident population within the ¼-mile walkshed of the project is

approximately 4,750 people. This population includes groups considered to be vulnerable street users such as children/youth (19%), people aged 65 and over (32%), people over 75 with a disability (17%), population that drove alone (80%) and households with no vehicle (1% or 20 households). For all these groups, safe mobility options and neighborhood livability are likely priorities.

Business owners, places of worship and community centers will probably want assurances that patrons and employees will continue to have good accessibility to their facilities, including parking. Enhanced walk/bike accommodation would be of particular benefit to the 1951 households.

### Public Meetings

The Ayres team will meet with stakeholders along the project corridor to discuss existing issues and opportunities for the project design to resolve issues or enhance the project interface with these properties.

The Ayres team will present the project design features and recommendations to interested local boards and committees (e.g., Hernando-Citrus County MPO Technical Advisory Committee, Bicycle/Pedestrian Advisory Committee and Citizens Advisory Committee) to obtain feedback.

For the design project public meeting, the Ayres team proposes a hybrid meeting format that includes virtual and in-person components. The virtual component would include a live presentation about the project and design options; offer attendees opportunity to submit comments and questions; and allow the team to respond to questions. A recording of the virtual proceedings will be posted on the project website for on-demand viewing. Later (same day or week), the in-person meeting component would be held offering the same presentation and comment opportunities as provided during the virtual meeting.



The Ayres team will plan and organize the public meetings including early preparations (e.g., identifying and securing the meeting venue); notifications (e.g., property owner letters, project factsheet, media release and social media content in coordination with the County; creating meeting materials (e.g., presentation slides, sign-in sheets, comment cards, and wayfinding signs); online platform and in-person meeting room setup; and meeting facilitation. The Ayres team will channel all public communications and meeting materials through the County project management staff in accordance with the stipulated timeframes for review and approval.

### Post-meeting Activities

The Ayres team will prepare a public meeting summary describing the public meeting proceedings, public input received, and responses to public input using text and graphics.



## Renderings/Animation

While all our designs are always functionally sound, sometimes details get lost in translation. Making the transition from 2D plan view into something community members can visualize being a part of their neighborhood can be difficult. Our 3D visualizations and associated VR have proven time and time again to help the public better understand the scale of proposed improvements by communicating more than a 2D plan drawing could possibly ever do. This dynamic and engaging process provides more productive feedback from the public and a better understanding of the proposed improvements. As a result, this saves everyone valuable time and resources. The Ayres team has developed highly accurate renderings and VISSIM microsimulation models for use during public information meetings. Renderings allow people to see into the future.

## ROW/Cost Estimating/Eminent Domain

Lynn Zolezzi of WGI is a ROW expert specializing in creating cost savings on road widening projects for FDOT, Expressway Authorities, and counties. In the preliminary stages, she works with the design team to assess property impacts and strategies for minimizing ROW costs. For over 20 years, she has served as an expert witness in land planning/site planning and has worked with FDOT and municipal attorneys to settle property owners' claims to avoid condemnation proceedings.

The eminent domain laws in Florida are favorable to property owners. The law's goal was to create an equal playing field where a property owner could hire their own attorney and appraiser if they felt that compensation offered by the condemning authority was unfair. However, the law has created an industry for eminent domain attorneys who actively solicit property owners. There is no upfront cost to the owner as Florida law requires the condemning authority to pay for the property owner's attorney, appraiser, and other consultants. Attorneys and consultants will only be paid when the case is settled.

One strategy which can lead to time and financial savings on ROW acquisitions is prioritization of sketches/legal descriptions for properties with the greatest ROW impacts. This will allow appraisals and offers to property owners to be completed early in the project timeline. Once an offer is made, the ROW agent can actively begin negotiations with the property owner. If an eminent domain attorney is hired, a ROW agent will need written authorization to negotiate with the attorney. Many eminent domain attorneys will not provide this authorization and will only negotiate with the County attorney.

If an eminent domain attorney is hired and a counteroffer is made, Lynn's background in land planning, site development, and appraisal allows her to evaluate the counteroffer and damage claim. She is skilled in vetting damage claims and in providing analysis/counteroffer

recommendations to her clients to settle cases. On this project, Lynn will work with the design team on establishing the ROW requirements, identifying additional needed ROW, providing ROW cost estimates, claims analysis/counteroffers and identifying properties that will require entering the eminent domain process. WGI's ROW mapping services include preparing legal descriptions and sketches for ROW parcels. Our team is also available to provide engineering, site, and land planning services to the appraisal team in order to evaluate ROW impacts to improved properties. The team will create a site plan which remedies the effects of the ROW acquisition. This plan known as a "cure plan" is a key part of the appraisal compensation.

## FLAA ROW Acquisition Services

Florida Acquisition & Appraisal (FLAA) will serve as the ROW acquisitions team. Since 1995, FLAA has been providing public sector land acquisition services to FDOT, counties, and other governmental agencies. Their team will negotiate with property owners and prepare documents needed for the sale/transfer of properties. If eminent domain is needed, FLAA will prepare the condemnation lawsuit for filing. Appraisal and title searches will be obtained for each affected property on the corridor.

## Post-Design Services

Post-design services are a critical phase that bridges the gap between design completion and successful project delivery. These services help ensure that the design intent is properly implemented during construction while maintaining quality, schedule, and budget objectives. The Ayres team for this phase will consist of two key staff members: Jeffrey Siewert, PE, as the overall PM and engineer of record (EOR) and James Brewer, CBI. James has significant construction experience as a CEI field technician supporting roadway and utility projects. James will be the contact for any issues that surface on a day-to-day basis, document the concerns, and develop an appropriate response in a timely manner having access to the entire design team, while keeping Jeffrey in the decision loop. We have used this process on similar projects and have found that we can provide superior post-design support for our clients.

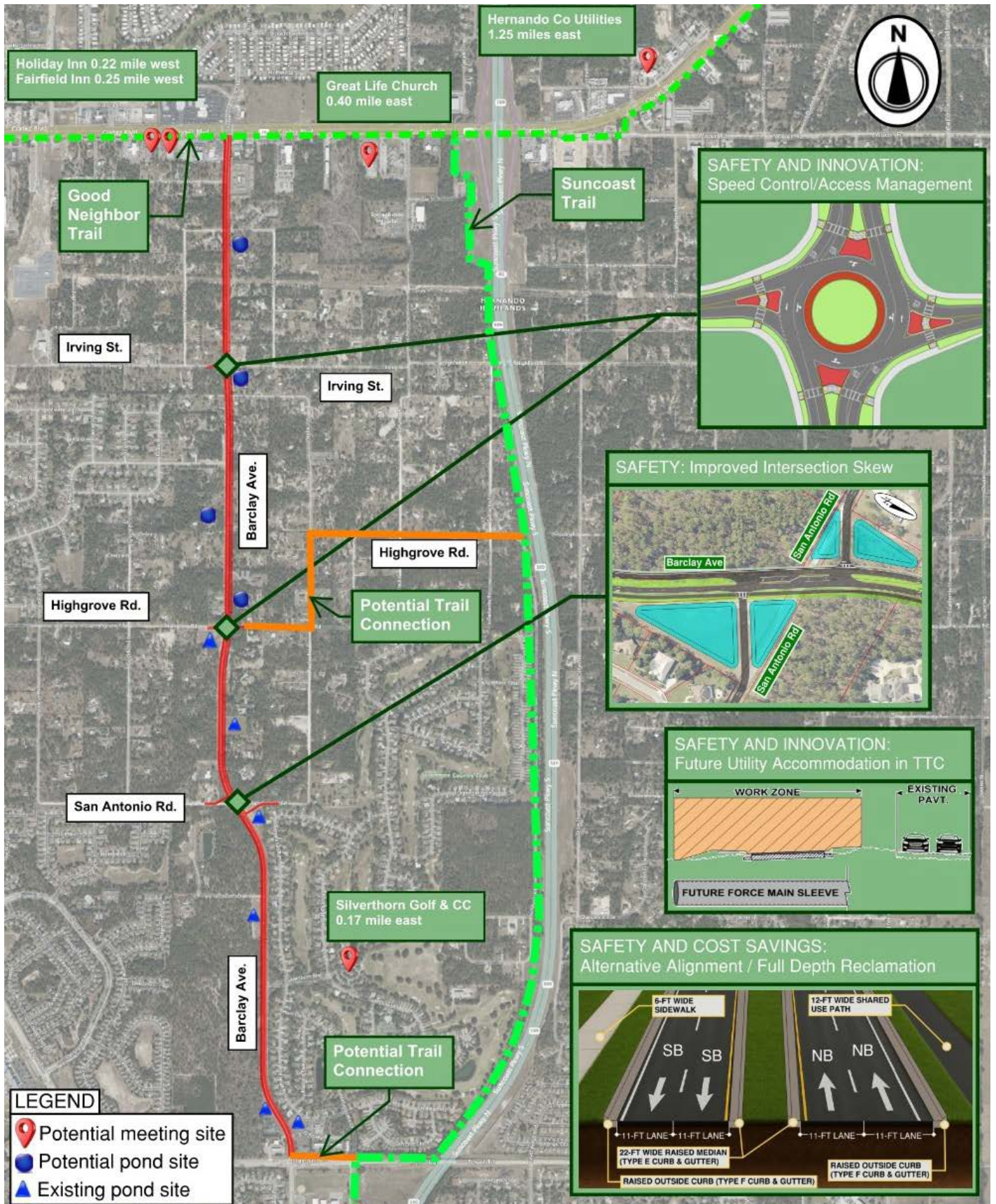
The post-design phase requires skilled interpretation of plans and specifications, particularly when contractors need clarification during construction. Our team understands the importance of quick response and resolution to construction-related contract and field issues, representing Hernando County's interests in resolving field-related design issues and providing necessary clarification. The team that prepared the original design remains active during this phase, offering valuable input and knowledge to address questions during bidding and throughout the construction process.

Administrative services will include bidding assistance, plan revisions, agency certifications, engineering assistance, providing opinions and solutions to field issues, and contract maintenance and attendance at any meetings requested such as pre-construction, construction kickoff, and progress meetings. Document reviews such as shop drawings, RFIs, and RFMs will be logged and processed.

Field services will include on-site meetings, substantial completion inspection, and final inspection.

Project close-out activities will include the preparation of record drawings based on marked-up prints and data furnished by contractors.

# BARCLAY AVENUE SAFETY / INNOVATIONS / COST SAVINGS – THE AYRES ADVANTAGE



# 5.0 – Quality/Cost Controls

## Quality Assurance/Quality Control

Quality assurance/quality control is best described as a management tool to confirm that the activities of project execution occur as planned. It results from discipline in conforming to requirements, thus avoiding the expense of doing things wrong. The benefits, of course, include client satisfaction.

Quality assurance (QA) aims to design and adhere to processes that vastly raise the chances that quality work and quality deliverables will occur in the end. After the work is done, quality control (QC) uses detailed checking procedures to confirm that quality work and quality deliverables did in fact occur.

Ayres considers it essential for project managers to understand QA/QC and to instill a quality mindset in their project teams. We know we have achieved quality when we can honestly say, “We know why we do not have problems with quality.”

**Ayres’ QA/QC program is specifically tailored to each client and project objective. The program promotes continuous improvement based on feedback from our clients, from our own project operations, and from opportunities created by changing technologies.** Several levels of technical review are applied to the preparation of designs, calculations, drawings, details, specifications, and reports via qualified staff; checks and reviews by similarly qualified staff; proper supervision; and conscientious documentation and record-keeping.

Fundamental features of the Ayres QA/QC program include adoption and application of standard operating practices and staff training, which consists of regularly scheduled topic seminars, regular “lessons learned” sessions, and participation in advanced courses to improve competence and skills.

Vice presidents and managers are responsible for setting project standards. The project manager must verify completion of quality assurance tasks before work is released to clients.

Finally, project managers check that work by subconsultants has been subjected to similar procedures to confirm quality. Ayres project managers request a copy of subs’ plans, insist that procedures be followed, and ask for a written report of subs’ actions.

### Project Plans

The project manager establishes a project plan using the Ayres Project Plan Handbook, which consists of a plan of action for the entire project with 13 distinct elements (outlined in the matrix on this page), including staff requirements and the quality control efforts to monitor critical activities.

The project manager emphasizes quality standards and addresses quality at each step of the project, paving the way to successful completion. The project manager’s activities are under the supervision of a principal (manager or vice president) and subject to the Project Plan Handbook. Ayres project managers have access to the Ayres Policy Manual, Contracts Manual, Small Business Subcontracting Manual, Project Management Manual, Specification Preparation Manual, Construction Services Manual, Safety Manual, and applicable memoranda of procedures.

PROJECT PLAN REQUIRED ELEMENTS						
	Small Projects	Mid-sized Projects			Large Projects	
	All Types	Standard	New Client	Complex	Multi-Discipline	All Types
<b>Mandatory Plan Elements</b>						
1. Project Definition	◆	◆	◆	◆	◆	◆
2. Scope of Work	◆	◆	◆	◆	◆	◆
3. Budget Breakdown	◆	◆	◆	◆	◆	◆
4. Schedule	◆	◆	◆	◆	◆	◆
5. Contact Directory	◆	◆	◆	◆	◆	◆
6. Detailed Task List		◆	◆	◆	◆	◆
7. Quality Management Plan			◆	◆	◆	◆
8. List of Project Standards and Codes			◆	◆	◆	◆
9. Client Management Plan			◆		◆	◆
10. Organizational Plan				◆	◆	◆
11. Documentation & Filing Procedures				◆	◆	◆
12. Safety Plan	◆	◆	◆	◆	◆	◆
13. Work Share Contract	◆				◆	◆

The project manager authorizes a QA/QC team working parallel with the project staff to check and review important steps of the process. The quality control team may cross the lines of established authority to work directly with the project team on a functional basis.

### Implementation

The project manager develops a quality management plan and reviews the plan with the project team to make sure all team members are aware of their roles in the plan. As project tasks are completed, the project manager completes the project QC checklists personally or verifies that the responsible team members have completed them.

### Quality Management Plan

The purpose of the quality management plan is to meet client and industry standards and to minimize rework, errors, and omissions. The plan is tailored to meet the unique aspects of the project.

The quality management plan also is critical in meeting the client’s budget for engineering and construction and meeting the client’s schedule and its requirement for deliverables and permits.

The quality management plan:

- Defines QA/QC requirements specific to a project.
- Defines out-of-the-ordinary QA/QC activities.
- Includes checklists for each element of the QA/QC plan.
- In the case of very large projects, it defines the internal peer review process. The peer review Requirement also applies to unique projects. The reviews include the following:
  - ◆ Review for contractibility
  - ◆ Review for conformance to engineering standards and guidelines
  - ◆ Review for compliance to the client’s requirements
  - ◆ Review for compliance to agency permits
  - ◆ Review for success in meeting project objectives

In some cases the quality management plan may simply reference an established QA/QC plan for the project team. If certain QA/QC procedures are based on agency procedures, such as Department of Transportation procedures, these need to be specifically called out and the checklists included in the project team's QC checklists.

## Techniques for Monitoring Quality

The techniques for monitoring the quality of the work may include but are not limited to the following:

- Approval of project plan and conceptual designs before proceeding to final design
- Checking of designs, drawings, and documents
- Quality control checklists
- Technical evaluation
- Brainstorming reviews
- Value engineering
- Risk assessments

## QA/QC Procedures

We define quality as meeting client expectations; this requires consensus between Ayres and Hernando County on project requirements and design strategies. Our quality program is based on these steps:

**Planning:** This is based on our mission to be a client-focused team providing high-quality engineering services. We develop project quality plans as outlined above, representing agreement between Ayres and the County, that define project-specific requirements as well as the organization and procedures to meet those requirements. A Project Quality Plan will be developed for each task assignment. It will identify the key staff who will review plans and documents for each discipline. The plan also describes how the plans will be marked up in our five-step procedure using specific colors to indicate checked/reviewed/changed/backchecked and approved. An audit of the process is performed at random intervals by the lead staff to confirm compliance.

**Quality Assessment:** We continually acquire and assimilate client feedback and conduct internal assessment through a program of project performance reviews, senior review, audits, and QC activities to verify that each project meets its requirements.

**Continual Improvement:** We use client feedback and internal assessment results to continually update our corporate quality program. At the project level, periodic re-evaluation and updating of project plans and procedures confirm compatibility with changing project requirements and conditions.

Value engineering is done throughout the design process to provide the County the most efficient use of its construction dollars. We provide constructability staff who can thoroughly assess and confirm the proposed design is practical and translates into a product that can be effectively bid and constructed.

## Coordination and Information Exchange

As stated in our approach, we emphasize clear, concise, and open communication to understand the County's needs and objectives. This is most important for a successful project. The team's organization chart indicates the lines of communication with our project manager as the single point of contact. All information flows through the project manager

to the County and information from the County is disbursed through our project manager. This streamlines the communication process and reduces the possibilities of misinformation.

All communications – emails, letters, documents, directives, minutes of meetings (whether in person or virtual), etc. – are stored in our project files under the heading of Correspondence. This makes it available for the entire team for frequent referral and reference. Regular team meetings are held to update and project the status of the assignment. Action items are defined for follow-up coordination, immediate implementation, or continued monitoring. These items are kept under the action heading until completed.

Project files and folders are established at the onset of the assignment and populated continually throughout the process of design and document preparation. Each project phase is documented in our file location, which is backed up daily for security reasons.

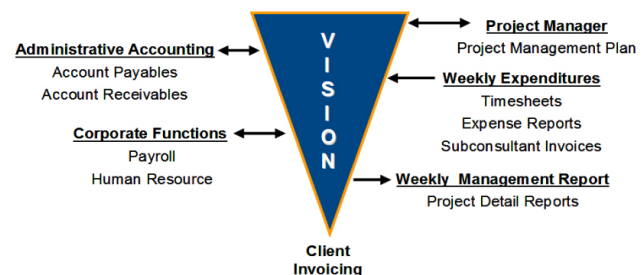
## Performance/Budget/Schedule Control



We use state-of-the-art project control and delivery methodologies to meet schedules and budgets and assign professionals who match project goals. We will do everything possible to provide continuity and consistency of staff and expertise for this contract. Our commitments to the County include:

- Continually tracking and monitoring the schedule on a task basis using a critical path format and checking delivery dates against key milestones.
- Identifying potential problems and issues and then developing alternative resolution approaches if they become necessary to implement
- Assigning qualified staff members who parallel project requirements and client expectations.
- Maintaining regularly scheduled progress meetings to discuss deliverables, issues, and project status.

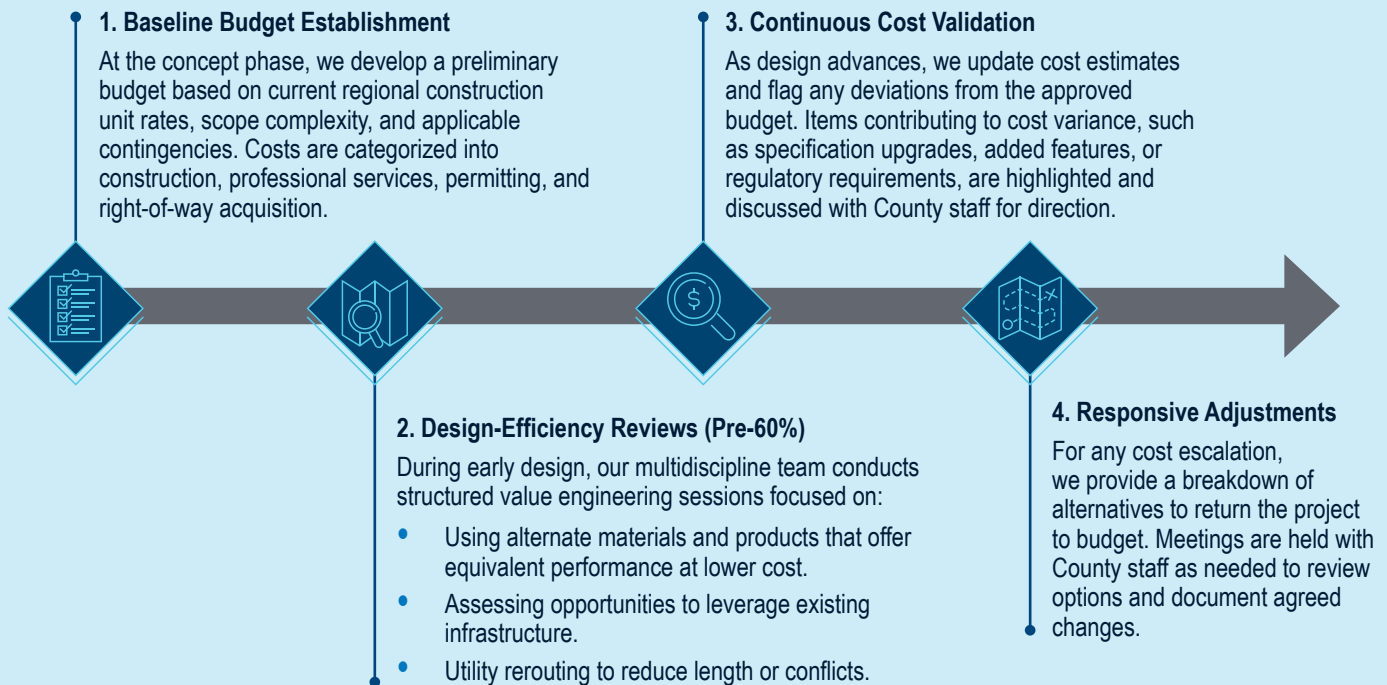
Ayres uses **Deltak Vision**, a comprehensive accounting and marketing interface software, to facilitate daily project management functions. Our project managers receive weekly budget and expense reports on each project and hold weekly project meetings to review project schedules and remaining budgets.



The software also allows project managers to view various other reports related to the project. The reports allow project managers to track project budgets and schedules accurately and make necessary adjustments to meet project goals and objectives.

## Cost Control Summary

Cost control begins at concept development and continues through design and project delivery. Our approach is transparent and flexible while maintaining budget discipline.



## Schedule Control Summary

Meeting the City's project deadlines without sacrificing quality is a top priority. We use proven tools and protocols to drive schedule adherence and early risk identification.

